

# ADMINISTRATION SUMMARY

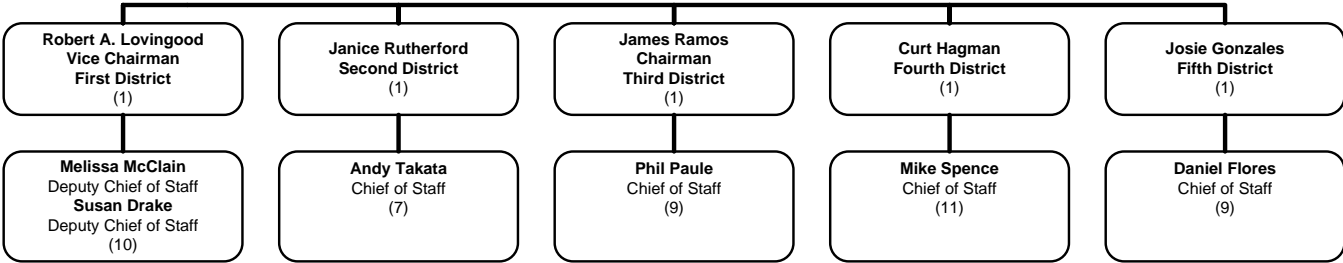
|   | Page # | Requirements | Sources     | Net County Cost                             | Staffing |
|---|--------|--------------|-------------|---|----------|
| <b>GENERAL FUND</b>                         |        |              |             |   |          |
| BOARD OF SUPERVISORS                        |        |              |             |   |          |
| BOARD OF SUPERVISORS                        | 2      | 7,663,942    | 0           | 7,663,942                                   | 51       |
| BOARD DISCRETIONARY FUND                    | 7      | 2,235,710    | 0           | 2,235,710                                   | 0        |
| CLERK OF THE BOARD                          | 9      | 2,104,475    | 236,172     | 1,868,303                                   | 13       |
| COUNTY ADMINISTRATIVE OFFICE                |        |              |             |   |          |
| COUNTY ADMINISTRATIVE OFFICE                | 14     | 4,933,719    | 0           | 4,933,719                                   | 17       |
| LITIGATION                                  | 19     | 393,868      | 0           | 393,868                                     | 0        |
| COUNTY COUNSEL                              | 21     | 8,499,243    | 5,467,467   | 3,031,776                                   | 91       |
| FINANCE AND ADMINISTRATION                  |        |              |             |   |          |
| FINANCE AND ADMINISTRATION                  | 25     | 3,048,110    | 0           | 3,048,110                                   | 20       |
| HUMAN RESOURCES                             |        |              |             |   |          |
| HUMAN RESOURCES                             | 40     | 6,987,076    | 749,563     | 6,237,513                                   | 88       |
| THE CENTER FOR EMPLOYEE HEALTH AND WELLNESS | 46     | 1,985,423    | 1,985,423   | 0   | 12       |
| UNEMPLOYMENT INSURANCE                      | 48     | 4,000,500    | 0           | 4,000,500                                   | 0        |
| INFORMATION SERVICES                        | 56     |              |             |   |          |
| GIS AND MULTI-MEDIA SERVICES                | 58     | 2,387,498    | 216,872     | 2,170,626                                   | 15       |
| PURCHASING                                  |        |              |             |   |          |
| PURCHASING                                  | 69     | 2,362,435    | 639,951     | 1,722,484                                   | 24       |
| LOCAL AGENCY FORMATION COMMISSION           | 92     | 294,039      | 0           | 294,039                                     | 0        |
| COUNTY SCHOOLS                              | 95     | 3,139,352    | 0           | 3,139,352                                   | 0        |
| TOTAL GENERAL FUND                          |        | 50,035,390   | 9,295,448   | 40,739,942                                  | 331      |
| CAPITAL FACILITIES LEASES                   | 30     | 12,940,810   | 5,700,000   | 7,240,810                                   | 0        |
|   |        |              |             |   |          |
|   | Page # | Requirements | Sources     | Use of<br>(Contribution to)<br>Fund Balance | Staffing |
| <b>SPECIAL REVENUE FUNDS</b>                |        |              |             |   |          |
| FINANCE AND ADMINISTRATION:                 |        |              |             |   |          |
| DISASTER RECOVERY FUND                      | 33     | 0            | 5,277       | (5,277)                                     | 0        |
| HUMAN RESOURCES:                            |        |              |             |   |          |
| COMMUTER SERVICES                           | 50     | 945,780      | 736,150     | 209,630                                     | 3        |
| EMPLOYEE BENEFITS AND SERVICES              | 53     | 3,465,156    | 3,329,135   | 136,021                                     | 31       |
| TOTAL SPECIAL REVENUE FUNDS                 |        | 4,410,936    | 4,070,562   | 340,374                                     | 34       |
|   |        |              |             |   |          |
|   | Page # | Requirements | Sources     | Use of<br>(Contribution to)<br>Net Position | Staffing |
| <b>INTERNAL SERVICES FUNDS</b>              |        |              |             |   |          |
| FLEET MANAGEMENT                            | 35     | 40,664,225   | 35,611,925  | 5,052,300                                   | 93       |
| INFORMATION SERVICES:                       |        |              |             |   |          |
| COMPUTER OPERATIONS                         | 60     | 28,400,551   | 25,814,858  | 2,585,693                                   | 122      |
| TELECOMMUNICATION SERVICES                  | 63     | 34,871,794   | 29,533,178  | 5,338,616                                   | 100      |
| APPLICATION DEVELOPMENT                     | 66     | 14,188,908   | 14,384,565  | (195,657)                                   | 88       |
| PURCHASING:                                 |        |              |             |   |          |
| PRINTING SERVICES                           | 75     | 3,651,244    | 3,141,020   | 510,224                                     | 15       |
| SURPLUS PROPERTY AND STORAGE OPERATIONS     | 78     | 1,187,445    | 1,223,146   | (35,701)                                    | 4        |
| MAIL/COURIER SERVICES                       | 81     | 5,999,648    | 5,692,273   | 307,375                                     | 24       |
| RISK MANAGEMENT:                            | 84     |              |             |   |          |
| OPERATIONS                                  | 86     | 5,949,976    | 5,950,149   | (173)                                       | 58       |
| INSURANCE PROGRAMS                          | 89     | 100,188,045  | 103,105,819 | (2,917,774)                                 | 0        |
| TOTAL INTERNAL SERVICE FUNDS                |        | 235,101,836  | 224,456,933 | 10,644,903                                  | 504      |





**BOARD OF SUPERVISORS**  
James Ramos, Chairman

**ORGANIZATIONAL CHART**



**2015-16 SUMMARY OF BUDGET UNITS**

| 2015-16                  |              |         |                 |   |   |          |
|--------------------------|--------------|---------|-----------------|---|---|----------|
|                          | Requirements | Sources | Net County Cost | Use of / (Contribution to) Fund Balance | Use of / (Contribution to) Net Position | Staffing |
| General Fund             |              |         |                 |   |   |          |
| Board of Supervisors     | 7,663,942    |         | 7,663,942       |   |   | 51       |
| Board Discretionary Fund | 2,235,710    |         | 2,235,710       |   |   | 0        |
| Total General Fund       | 9,899,652    | 0       | 9,899,652       | 0                                       | 0                                       | 51       |



## Board of Supervisors

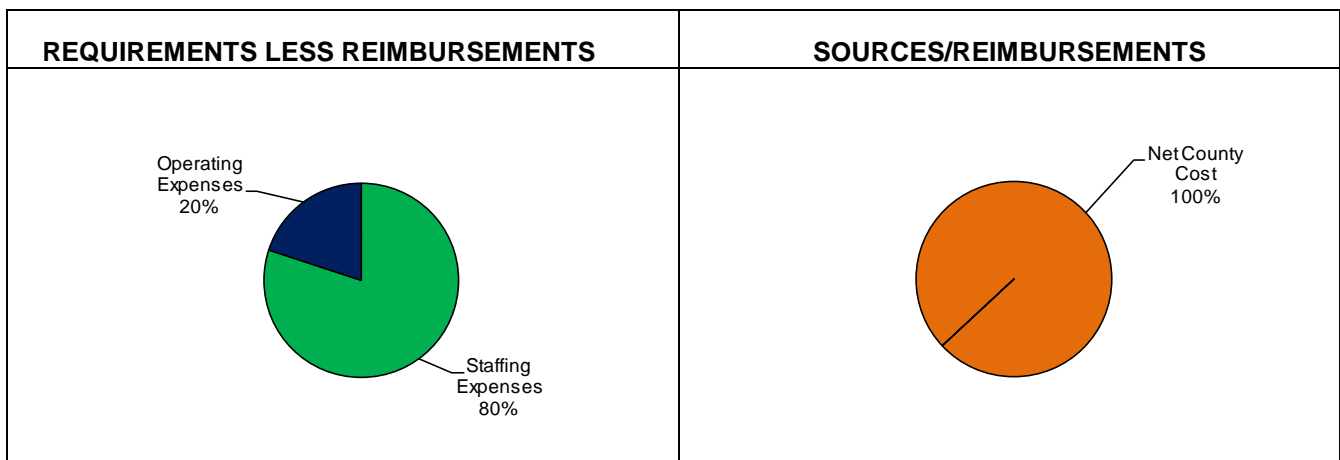
### DESCRIPTION OF MAJOR SERVICES

The Board of Supervisors is the governing body of the County government and Board-governed special districts. The Board of Supervisors establishes policy and exercises supervision over the official conduct of all County officers, Board-governed districts and special commissions. The Board of Supervisors also approves and adopts the annual budget and initiates and makes recommendations regarding proposed legislation at state and federal levels.

#### Budget at a Glance

|                                  |             |
|----------------------------------|-------------|
| Requirements Less Reimbursements | \$7,672,942 |
| Sources/Reimbursements           | \$9,000     |
| Net County Cost                  | \$7,663,942 |
| Total Staff                      | 51          |
| Funded by Net County Cost        | 100%        |

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Board of Supervisors  
FUND: General

BUDGET UNIT: AAA BDF  
FUNCTION: General  
ACTIVITY: Legislative and Administrative

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 6,196,638         | 5,799,414         | 5,637,447         | 5,379,246           | 6,279,640                     | 6,142,918                        | (136,722)                                    |
| Operating Expenses      | 1,898,471         | 1,519,482         | 844,180           | 1,036,124           | 1,048,644                     | 1,530,024                        | 481,380                                      |
| Capital Expenditures    | 0                 | 0                 | 0                 | 6,308               | 6,822                         | 0                                | (6,822)                                      |
| Total Exp Authority     | 8,095,109         | 7,318,896         | 6,481,627         | 6,421,678           | 7,335,106                     | 7,672,942                        | 337,836                                      |
| Reimbursements          | (276,982)         | (95,110)          | 0                 | 0                   | 0                             | (9,000)                          | (9,000)                                      |
| Total Appropriation     | 7,818,127         | 7,223,786         | 6,481,627         | 6,421,678           | 7,335,106                     | 7,663,942                        | 328,836                                      |
| Operating Transfers Out | 0                 | 13,504            | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 7,818,127         | 7,237,290         | 6,481,627         | 6,421,678           | 7,335,106                     | 7,663,942                        | 328,836                                      |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Other Revenue           | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Revenue           | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Net County Cost         | 7,818,127         | 7,237,290         | 6,481,627         | 6,421,678           | 7,335,106                     | 7,663,942                        | 328,836                                      |
| Budgeted Staffing*      | 45                | 35                | 44                | 48                  | 48                            | 51                               | 3  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$6.1 million make up the majority of the Board of Supervisor's (Board) expenditures within this budget unit. Operating expenses of \$1.5 million include COWCAP, phone services, office expenses, courier and printing charges, facilities management basic services, and travel related expenses.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Major changes for the Board include a decrease in staffing expenses of \$136,722, which is primarily caused by the utilization of lower cost staff offset by an increase in retirement costs. This decrease is offset by an increase in operating expenses of \$481,380, primarily due to increases in COWCAP charges (\$107,165), community outreach expenses (\$250,000), and general office expense (\$26,697).

For 2015-16 each district will receive an equal allocation of \$1.49 million in Net County Cost, totaling \$7.45 million across all five districts. In addition to this amount, each district will receive a share of augmentation funding based on the Board's augmentation plan which was adopted as part of the 2012-13 Budget Hearing and directed that \$214,257 be allocated among each district budget based on the percentage of unincorporated population. The 2015-16 budget allocates the augmentation funding under the same methodology as in 2014-15 and is as follows:



| Formula for Allocation of Staff Augmentation Funds |                             |                                      |                    |
|--|-----------------------------|--------------------------------------|--------------------|
| Supervisory District                               | Population (Unincorporated) | % of Total Unincorporated Population | Allocation Amount* |
| 1  | 95,846                      | 32.8%                                | 70,382             |
| 2  | 59,401                      | 20.4%                                | 43,619             |
| 3  | 73,950                      | 25.3%                                | 54,303             |
| 4  | 13,117                      | 4.5%                                 | 9,632              |
| 5  | 49,462                      | 17.0%                                | 36,321             |
| Total  | 291,776                     | 100%                                 | 214,257            |

\*May not tie exactly due to rounding

## 2015-16 POSITION SUMMARY\*

|                 | 2014-15           |      |         |        | 2015-16     |         |         |  |
|-----------------|-------------------|------|---------|--------|-------------|---------|---------|--|
| Division        | Modified Staffing | Adds | Deletes | Reorgs | Recommended | Limited | Regular |  |
| First District  | 11                | 2    | -2      | 0      | 11          | 10      | 1       |  |
| Second District | 8                 | 3    | -3      | 0      | 8           | 7       | 1       |  |
| Third District  | 12                | 1    | -3      | 0      | 10          | 9       | 1       |  |
| Fourth District | 7                 | 11   | -6      | 0      | 12          | 11      | 1       |  |
| Fifth District  | 10                | 4    | -4      | 0      | 10          | 9       | 1       |  |
| Total           | 48                | 21   | -18     | 0      | 51          | 46      | 5       |  |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$6.1 million fund 51 budgeted positions of which 5 are regular positions and 46 are limited term positions.

There is a net increase of 3 budgeted positions in this budget unit. Supervisorial Districts make staffing adjustments to limited term positions through separate board agenda items; however it is through the annual budget process that these positions are added into the budget. This increase represents the net change resulting from staff added by separate board agenda items throughout 2014-15 and the deletion of positions which have become vacant throughout the year. Limited term positions within this budget unit are deleted upon becoming vacant.

Staffing changes are as follows and include a total of 18 deletions and 21 additions, for a net increase of 3 budgeted positions:

### Deletions (18 total)

- 1 Community Service Liaison (First District)
- 1 Intern Staff Assistant (First District)
- 1 Chief of Staff (Second District)
- 1 Executive Aide (Second District)
- 1 Policy Advisor (Second District)
- 1 Communications Assistant (Third District)
- 1 Field Representative (Third District)
- 1 Communications Advisor (Third District)
- 1 Chief of Staff (Fourth District)
- 1 Deputy Chief of Staff (Fourth District)
- 1 Policy Advisor (Fourth District)



**Deletions (continued)**

- 1 District Representative (Fourth District)
- 1 Field Representative (Fourth District)
- 1 Executive Secretary (Fourth District)
- 1 Special Projects Coordinator (Fifth District)
- 1 Communications Advisor (Fifth District)
- 1 Executive Secretary (Fifth District)
- 1 Constituent Services Representative (Fifth District)

**Additions (21 total)**

- 1 Community Service Liaison (First District)
- 1 Secretary I (First District)
- 1 Chief of Staff (Second District)
- 1 Field Representative II (Second District)
- 1 Staff Assistant (Second District)
- 1 Executive Aide I (Third District)
- 1 Chief of Staff (Fourth District)
- 1 District Director (Fourth District)
- 3 Special Assistants (Fourth District)
- 1 Field Representative II (Fourth District)
- 2 Executive Aide III's (Fourth District)
- 3 Community Service Liaisons (Fourth District)
- 1 Deputy Chief of Staff (Fifth District)
- 1 Field Representative I (Fifth District)
- 1 Executive Secretary (Fifth District)
- 1 Constituent Services Representative (Fifth District)



## Board Discretionary Fund

### DESCRIPTION OF MAJOR SERVICES

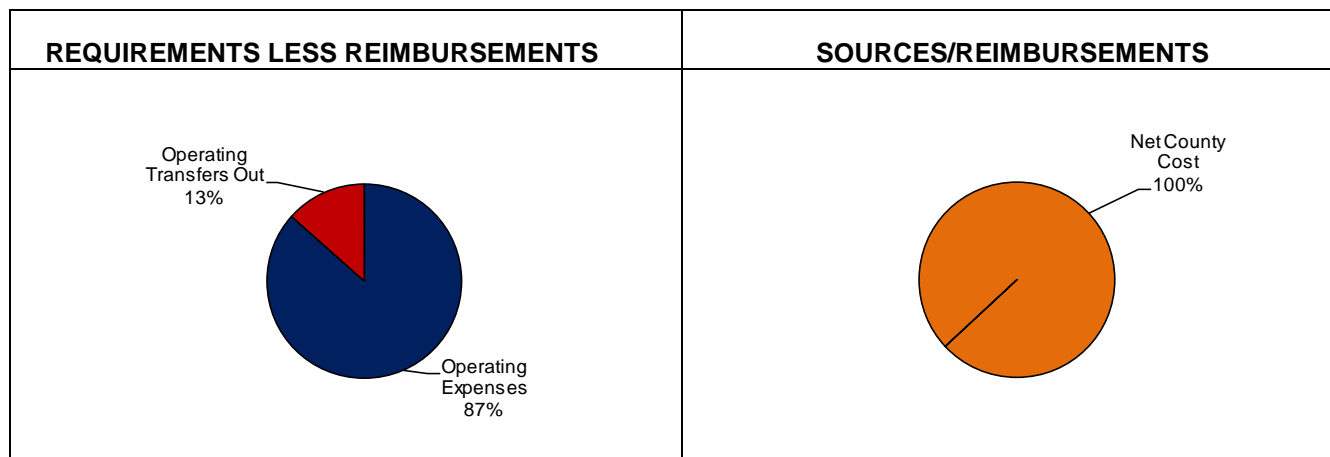
Beginning in 1999-00, \$1.0 million was allocated evenly between the five supervisorial districts as board discretionary funding for priority policy needs that may be identified during the fiscal year. In 2005-06, the annual allocation was increased to \$2.0 million, and in 2006-07 it was increased to \$2.5 million. During 2008-09, the annual allocation was increased to \$3.75 million, which was maintained for 2009-10. The annual funding for 2010-11 was decreased to \$2.25 million and was subsequently transferred into the Board of Supervisors (Board) operating budget as part of the County's First Quarter Budget Report, which was approved by the Board on November 2, 2010. In 2011-12, the Board began obligating the remaining balance of funds via the County quarterly budget reports. Once approved, allocations are to be expensed within twelve months and existing allocations not spent within a fiscal year are carried over to the subsequent fiscal year by district. There is currently no ongoing funding included in this budget unit. County Policy 05-10 (formerly 02-18) provides that these funds are to be exhausted by the end of Fiscal Year 2015-16, and any remaining unspent funds are to be returned to the County general fund.

#### Budget at a Glance

|                                  |             |
|----------------------------------|-------------|
| Requirements Less Reimbursements | \$2,235,710 |
| Sources/Reimbursements           | \$0         |
| Net County Cost                  | \$2,235,710 |
| Total Staff                      | 0           |
| Funded by Net County Cost        | 100%        |

Since the inception of this budget unit, the Board has identified various community programs in alignment with the County's vision of creating, supporting, and enhancing vibrant communities that emphasize beauty, culture, art, recreation, education, and a sense of history. Through use of these funds, and in conjunction with these community programs, the Board of Supervisors has provided support for several projects that promote the health, safety, well-being, and quality of life for County residents.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Board Discretionary Fund  
FUND: General

BUDGET UNIT: AAA CNA  
FUNCTION: General  
ACTIVITY: Legislative and Administrative

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Expenses      | 2,289,173         | 4,128,360         | 1,766,730         | 1,971,220           | 3,906,259                     | 1,935,710                        | (1,970,549)                                  |
| Capital Expenditures    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 2,289,173         | 4,128,360         | 1,766,730         | 1,971,220           | 3,906,259                     | 1,935,710                        | (1,970,549)                                  |
| Reimbursements          | 0                 | (17,795)          | 0                 | (671)               | 0                             | 0                                | 0  |
| Total Appropriation     | 2,289,173         | 4,110,565         | 1,766,730         | 1,970,549           | 3,906,259                     | 1,935,710                        | (1,970,549)                                  |
| Operating Transfers Out | 550,890           | 298,750           | 33,500            | 0                   | 300,000                       | 300,000                          | 0  |
| Total Requirements      | 2,840,063         | 4,409,315         | 1,800,230         | 1,970,549           | 4,206,259                     | 2,235,710                        | (1,970,549)                                  |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Other Revenue           | 0                 | 45,000            | 153,925           | 0                   | 0                             | 0                                | 0  |
| Total Revenue           | 0                 | 45,000            | 153,925           | 0                   | 0                             | 0                                | 0  |
| Operating Transfers In  | 0                 | 58,989            | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 0                 | 103,989           | 153,925           | 0                   | 0                             | 0                                | 0  |
| Net County Cost         | 2,840,063         | 4,305,326         | 1,646,305         | 1,970,549           | 4,206,259                     | 2,235,710                        | (1,970,549)                                  |
| Budgeted Staffing*      | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$2.2 million represent funds carried over from prior fiscal years to support various community programs and projects that promote the health, safety, well-being, and quality of life for County residents. Operating expenses make up the majority of expenditures within this budget unit and include allocations made directly to local agencies and non-profits, as well as allocations to County departments to support various public works and community improvement projects.

## BUDGET CHANGES AND OPERATIONAL IMPACT

These funds are utilized by Supervisorial Districts to support community programs and projects. In accordance with County Policy 05-10, these funds are allocated at the sole discretion of the Supervisor within his or her own Supervisorial District. On February 7, 2012, the Board adopted an amendment to County Policy 02-18 (now County Policy 05-10) which revised the policy related to the administration of these funds. In addition to new procedures regarding the administration of these funds, the amended policy also provides that these funds are to be exhausted by the end of Fiscal Year 2015-16, and any remaining unspent funds are to be returned to the County general fund.

The budget includes a reduction of \$2.0 million in requirements and represents payments made to support community programs and projects during the 2014-15 fiscal year. As of the Third Quarter Budget Report on May 19, 2015, funds remaining to be obligated by the Districts total approximately \$2.0 million. There is currently no ongoing funding included in this budget unit.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.





## CLERK OF THE BOARD

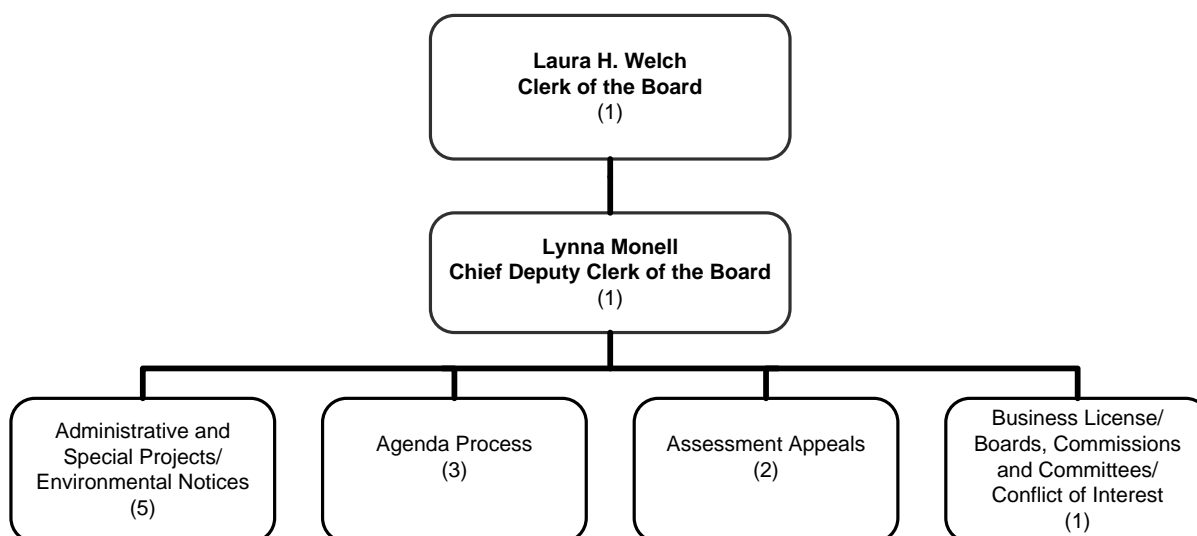
Laura H. Welch

### DEPARTMENT MISSION STATEMENT

*In support of the County Board of Supervisors, and in service to the public and fellow County staff, the Clerk of the Board of Supervisors: prepares and maintains records of actions taken by the Board of Supervisors; oversees membership of the County's boards, commissions and committees; licenses businesses operating in the County unincorporated areas; and facilitates the filing and hearing of appeals of assessed property valuations. Our service priorities are timeliness and accuracy. Our service commitments are courtesy and respect.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

|                          | 2015-16      |         |                    |  |  |          |
|--------------------------|--------------|---------|--------------------|--|--|----------|
|                          | Requirements | Sources | Net<br>County Cost | Use of / (Contribution<br>to) Fund Balance | Use of / (Contribution<br>to) Net Position | Staffing |
| <b>General Fund</b>      |              |         |                    |  |  |          |
| Clerk of the Board       | 2,104,475    | 236,172 | 1,868,303          |  |  | 13       |
| Total General Fund       | 2,104,475    | 236,172 | 1,868,303          |  |  | 13       |
| <b>Total - All Funds</b> | 2,104,475    | 236,172 | 1,868,303          | 0  | 0  | 13       |



## 2014-15 MAJOR ACCOMPLISHMENTS

- Reached disposition or filed a two-year waiver for all 6,066 2012-13 Assessment Appeal applications, which met the November 30, 2014, statutory deadline.
- Provided Chambers staffing for the duration of all Board of Supervisor's meetings to provide constituent assistance relating to the public comment process and providing information regarding the agenda resulting in greater service to meeting attendees and less disruption during Board meetings.
- Implemented a major upgrade to the Assessment Appeals system streamlining input and review of appeals, as well as identifying cases by district for scheduling which will benefit the constituents in faster resolution for property valuation disputes.
- Updated the business licensing ordinance to align practices with state law eliminating the County massage technician license program thereby shifting regulatory oversight for massage technicians to the state.
- Transitioned the management of the Clerk of the Board internet site from the Information Services Department to the department ensuring updates are uploaded quickly to provide the most up-to-date information to constituents conducting business in the County.

## DEPARTMENT PERFORMANCE MEASURES

| COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY |  | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
|--|--|---|----------------|----------------|--------------|----------------|
| OBJECTIVE  | Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment. | Percentage of electronic submissions of Assessment Appeal applications. | 32.15%         | 40%            | 34.02%       | 40%            |
| STRATEGY   | Increase electronic submissions of Assessment Appeal applications to continue to provide accurate, timely and efficient processing of applications.                        |   |                |                |              |                |
| COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY |  | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE  | Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment. | Turnaround time for processing of new business licenses.                | 19 days        | 18 days        | 10.95 days   | 10 days        |
| STRATEGY   | Implement business practice changes related to the approval process for applications to improve turnaround time for issuance of new business licenses.                     |   |                |                |              |                |
| COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY |  | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE  | Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment. | Turnaround time for processing of renewal business licenses.            | 10.58 days     | 10 days        | 10.15 days   | 10 days        |
| STRATEGY   | Implement business practice changes related to the approval process for applications to improve turnaround time for issuance of new business licenses.                     |   |                |                |              |                |



## Clerk of the Board

### DESCRIPTION OF MAJOR SERVICES

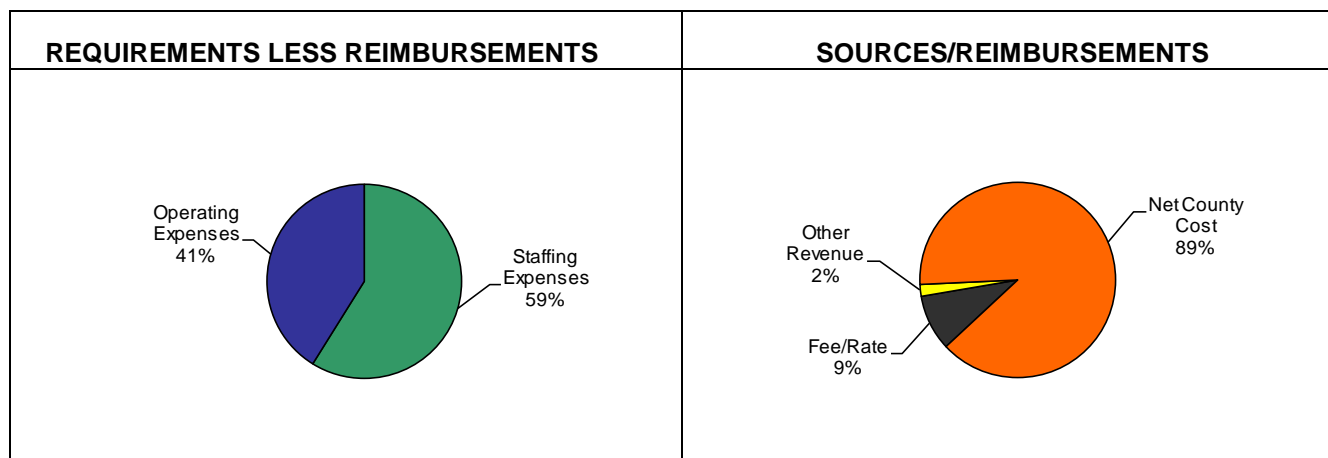
The Clerk of the Board (COB) provides legislative and administrative support services to the Board of Supervisors (Board). The COB coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to meetings conducted by the Board. The COB coordinates the annual filing of financial disclosure documents in accordance with state law and local conflict of interest codes. The County has more than 150 advisory boards, commissions and committees (BCCs) and the COB maintains records and membership information for the County's BCCs. Responsibilities include posting of vacancies, processing of appointments and monitoring of ethics training for more than 1,000 BCC members.

In accordance with state law, appeals of assessed property valuation are heard and determined by the County's Assessment Appeals Boards (AABs). The COB provides staff support to the AABs, facilitating the filing, hearing and disposition of thousands of appeals annually. The County requires that businesses operating in unincorporated areas obtain and maintain a valid business license. The COB receives, reviews, and processes business license applications and issues licenses for approved businesses. The COB also: receives, posts and files environmental California Environmental Quality Act (CEQA) notices in accordance with State Department of Fish and Game requirements; accepts summonses, complaints, planning appeals, requests for tax refunds and Board correspondence; and responds to hundreds of requests for information and documents from County staff and the public.

#### Budget at a Glance

|                                  |             |
|----------------------------------|-------------|
| Requirements Less Reimbursements | \$2,104,475 |
| Sources/Reimbursements           | \$236,172   |
| Net County Cost                  | \$1,868,303 |
| Total Staff                      | 13          |
| Funded by Net County Cost        | 89%         |

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Clerk of the Board  
FUND: General

BUDGET UNIT: AAA CBD  
FUNCTION: General  
ACTIVITY: Legislative and Administrative

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 1,095,469         | 994,418           | 1,202,434         | 1,191,740           | 1,247,899                     | 1,238,965                        | (8,934)                                      |
| Operating Expenses      | 745,127           | 750,228           | 1,019,625         | 974,840             | 1,024,866                     | 865,510                          | (159,356)                                    |
| Capital Expenditures    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 1,840,596         | 1,744,646         | 2,222,058         | 2,166,580           | 2,272,765                     | 2,104,475                        | (168,290)                                    |
| Reimbursements          | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation     | 1,840,596         | 1,744,646         | 2,222,058         | 2,166,580           | 2,272,765                     | 2,104,475                        | (168,290)                                    |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 1,840,596         | 1,744,646         | 2,222,058         | 2,166,580           | 2,272,765                     | 2,104,475                        | (168,290)                                    |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 352,330           | 285,397           | 229,638           | 186,438             | 216,868                       | 194,747                          | (22,121)                                     |
| Other Revenue           | 44,218            | 35,934            | 35,563            | 42,636              | 31,425                        | 41,425                           | 10,000                                       |
| Total Revenue           | 396,548           | 321,331           | 265,201           | 229,074             | 248,293                       | 236,172                          | (12,121)                                     |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 396,548           | 321,331           | 265,201           | 229,074             | 248,293                       | 236,172                          | (12,121)                                     |
| Net County Cost         | 1,444,049         | 1,423,315         | 1,956,857         | 1,937,506           | 2,024,472                     | 1,868,303                        | (156,169)                                    |
| Budgeted Staffing*      | 13                | 13                | 15                | 14                  | 14                            | 13                               | (1)  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

The majority of the COB expenses consist of staffing expenses to support functions of the Board of Supervisors and Assessment Appeals processing. Operating expenses of \$865,510 include costs related to office expenses, vendor service contracts, Application Development Maintenance and Support costs, transfers, and assessment appeals costs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Overall requirements are decreasing by \$168,290. This reflects a net decrease of \$8,934 in staffing expenses due to the elimination of two limited term positions, the addition of one regular position, and salary and MOU adjustments. Operating expenses are decreasing by \$159,356 primarily due to a reduction in COWCAP and Information Services Department charges. Sources are decreasing by \$12,121 primarily due to an anticipated reduction in the number of Assessment Appeals applications and business license issuances.

Net County Cost is decreasing by \$156,169 primarily due to a decrease in COWCAP charges and the elimination of one-time funding from 2014-15 for contract positions to support the assessment appeals function. These decreases are offset by an increase in on-going Net County Cost due to an on-going funding request for the addition of an Office Assistant II position and increased costs associated with Board meeting videoconferencing maintenance costs.



## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

| Division  | 2014-15<br>Modified Staffing | Adds | Deletes | Reorgs | 2015-16<br>Recommended | Limited | Regular |
|---|------------------------------|------|---------|--------|------------------------|---------|---------|
| Administration/Special  |                              |      |         |        |                        |         |         |
| Projects/Environmental Notices  | 6                            | 1    | 0       | 0      | 7                      | 0       | 7       |
| Agenda Process  | 3                            | 0    | 0       | 0      | 3                      | 0       | 3       |
| Assessment Appeals  | 4                            | 0    | -2      | 0      | 2                      | 0       | 2       |
| Business License/Board Commissions and<br>Committees/Conflict of Interest | 1                            | 0    | 0       | 0      | 1                      | 0       | 1       |
| Total   | 14                           | 1    | -2      | 0      | 13                     | 0       | 13      |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.2 million fund 13 budgeted regular positions. Staffing changes for 2015-16 include the addition of 1 Office Assistant III and the deletion of 2 vacant Contract Assessment Appeals Processors. The Office Assistant III will perform clerical support to Assessment Appeals and Board of Supervisors agenda processes, and other administrative functions within the department. The addition of this position will reduce the reliance on hiring temporary help, provide relief for the existing workload, and achieve the departmental goal of providing consistent customer service and training. The Department received Net County Cost to fund the new position, the contract positions were funded with one-time funding.



## COUNTY ADMINISTRATIVE OFFICE

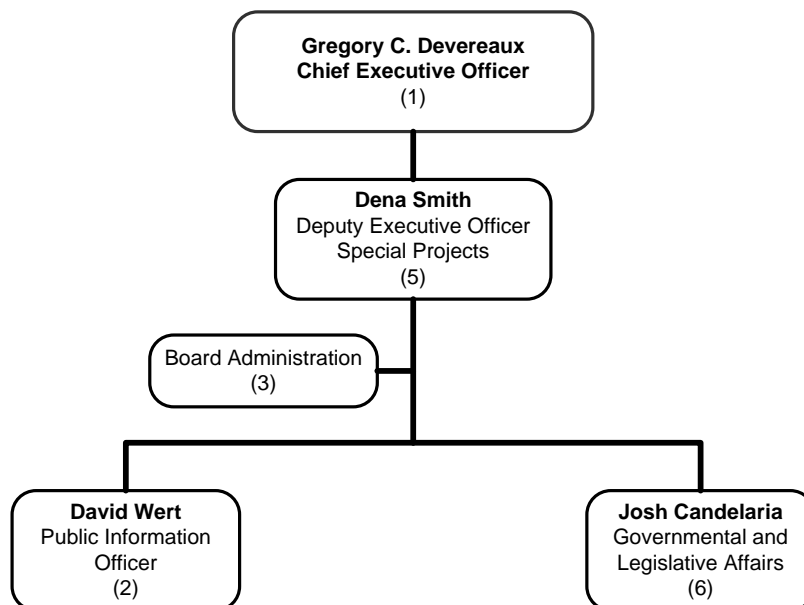
Gregory C. Devereaux

### DEPARTMENT MISSION STATEMENT

*The County Administrative Office ensures that departmental staff provides the Board of Supervisors with timely and accurate information and their best professional advice on policies and programs. The County Administrative Office also provides direction and coordination of staff, and ensures vigorous pursuit of Board goals and objectives and implementation of Board-approved programs in an effective and efficient manner.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

|                              | 2015-16      |         |                    |  |  |          |
|------------------------------|--------------|---------|--------------------|--|--|----------|
|                              | Requirements | Sources | Net<br>County Cost | Use of / (Contribution<br>to) Fund Balance | Use of / (Contribution<br>to) Net Position | Staffing |
| <b>General Fund</b>          |              |         |                    |  |  |          |
| County Administrative Office | 4,933,719    | 0       | 4,933,719          |  |  | 17       |
| Litigation                   | 393,868      | 0       | 393,868            |  |  | 0        |
| Total General Fund           | 5,327,587    | 0       | 5,327,587          |  |  | 17       |
| <b>Total - All Funds</b>     | 5,327,587    | 0       | 5,327,587          | 0  | 0  | 17       |



## 2014-15 MAJOR ACCOMPLISHMENTS

- Continued as facilitator of the Countywide Vision Leadership Team.
- Convened a Countywide Vision Leadership Dialogue engaging Element Group leaders and key community stakeholders to review accomplishments and develop a work plan for 2015 and beyond.
- Facilitated presentations of Element Group work products including: business-friendly best practices inventory; water management and land use planning guidelines; affordable housing program pilot including residential services focused on community health and academic success; regional habitat conservation planning framework.
- Sponsored development of Countywide vacant and developed land “opportunity” area maps.
- Developed and presented state and federal legislative platforms.
- Hosted meeting of the Inland Empire Legislative Caucus at the newly constructed San Bernardino County Superior Courthouse.
- Conducted first “Employee Showcase” where 18 employees, nominated by their department heads, presented innovative ideas for improved operations and/or services to senior managers and the Chief Executive Officer.
- Coordinated the development and launch of a new San Bernardino County logo and brand, including style guide.
- Developed and maintained weekly “Issue Guide” summary as a resource for Board offices on pending and emerging issues.
- Launched the “Government Works” feature on CountyWire to highlight innovation and efficiencies by County agencies.
- Coordinated preparation of the 6<sup>th</sup> annual Community Indicators Report and conducted solicitation to procure services to continue this annual report.
- Began roll-out of the San Bernardino County “wiki” website as a repository and reference resource for documentation of complex, long-standing, historical issues and decisions affecting County operations.
- Implemented Contract Tracking System in pilot departments (ICEMA, Probation, Regional Parks), transitioned ARMC and Sheriff to the System and developed schedule for Countywide implementation in 2015-16.
- Oversaw work of the Policy Review Committee which completed review and approval of 9 new or updated County Policies and/or Standard Practices.
- Provided training and technical assistance to departments in support of grant funding that would relieve general fund obligations.

## DEPARTMENT GOALS AND OBJECTIVES

| COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION      |   |
|---|---|
| OBJECTIVE   | Continue the County role of convening conversations on community collaboration and collective action.                         |
| OBJECTIVE   | Continue to promote the Countywide Vision and support the Element Groups.   |
| STRATEGY  | Continue to facilitate and support Countywide Vision Leadership Team and Element Group activities.                            |
| STRATEGY  | Coordinate launch of a literacy initiative in support of the Vision's Cradle to Career Regional Implementation Goal.          |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS |   |
| OBJECTIVE   | Develop consistent messaging for the organization.  |
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration. |
| STRATEGY  | Review and coordinate public communications to ensure consistent messaging and branding.                                      |
| STRATEGY  | Oversee Countywide roll-out of contract tracking and 'wiki' systems as resources for County departments.                      |



## DEPARTMENT GOALS AND OBJECTIVES CONTINUED

| <b>COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER</b>             |   |
|--|---|
| <b>OBJECTIVE</b>   | Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement. |
| <b>OBJECTIVE</b>   | Implement information management best-practices that will fully utilize available technology, unify platforms and move toward a standardized enterprise approach.   |
| <b>STRATEGY</b>  | Continue to refine budget planning, reporting and forecasting systems to achieve financial and programmatic balance and more fully inform policy development by the Board of Supervisors.                         |
| <b>STRATEGY</b>  | Oversee implementation of enterprise financial accounting and permitting systems through use of information management best practices.  |
| <b>COUNTY GOAL: ENSURE DEVELOPMENT OF A WELL-PLANNED, BALANCED, AND SUSTAINABLE COUNTY</b> |   |
| <b>OBJECTIVE</b>   | Ensure that the County's approach to development recognizes the diverse character of County unincorporated areas.   |
| <b>OBJECTIVE</b>   | Work collaboratively with cities on zoning and development standards in their spheres of influence.   |
| <b>OBJECTIVE</b>   | Prioritize investments in services and amenities for County unincorporated communities.   |
| <b>STRATEGY</b>  | Coordinate launch and implementation of the Countywide Plan which includes the General Plan update, community plan continuum and development of the County Business Plan.   |
| <b>STRATEGY</b>  | Continue to prioritize investment to maintain existing infrastructure and explore strategies, including development impact fees, to fund future development of infrastructure for County unincorporated areas.    |
| <b>COUNTY GOAL: PURSUE COUNTY GOALS AND OBJECTIVES BY WORKING WITH OTHER AGENCIES</b>      |   |
| <b>OBJECTIVE</b>   | Collaborate with other agencies to help shape legislation and regulations which affect the County.  |
| <b>OBJECTIVE</b>   | Maintain close working relationships with cities, tribes and other governmental agencies.   |
| <b>STRATEGY</b>  | Sponsor and support legislation and actively engage federal and state legislators to support County interests and priorities.   |
| <b>STRATEGY</b>  | Lead efforts and engage regional stakeholders in development of a successor agreement for emergency medical transportation services.  |





## County Administrative Office

### DESCRIPTION OF MAJOR SERVICES

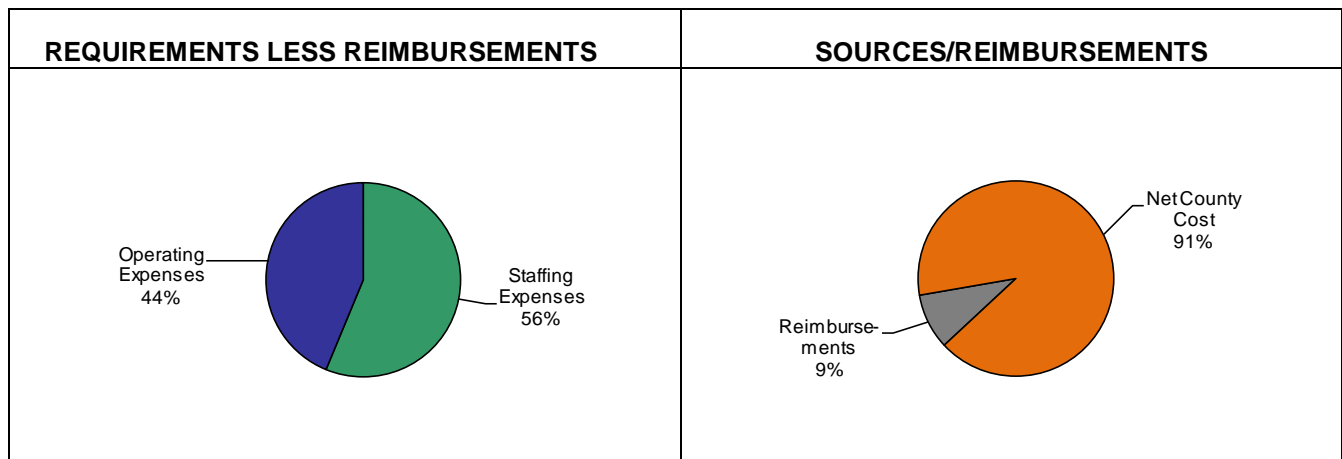
The County Administrative Office (CAO) is responsible to the Board of Supervisors (Board) for the general administration and coordination of all County operations and programs. The CAO oversees the operations of all County departments whose department heads are appointed by the Board or Chief Executive Officer, and assists in the coordination of activities of departments headed by elected officials.

#### Budget at a Glance

|                                  |             |
|----------------------------------|-------------|
| Requirements Less Reimbursements | \$5,434,814 |
| Sources/Reimbursements           | \$501,095   |
| Net County Cost                  | \$4,933,719 |
| Total Staff                      | 17          |
| Funded by Net County Cost        | 91%         |

The CAO is also responsible for public information and legislative activities, and coordination of County activities with other local government entities, including cities and other counties.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: County Administrative Office  
FUND: General

BUDGET UNIT: AAA CAO  
FUNCTION: General  
ACTIVITY: Legislative and Administrative

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 2,465,488         | 2,774,729         | 2,880,499         | 3,025,812           | 3,165,163                     | 3,056,896                        | (108,267)                                    |
| Operating Expenses      | 1,279,342         | 1,499,448         | 1,989,142         | 1,738,603           | 1,960,776                     | 2,377,918                        | 417,142                                      |
| Capital Expenditures    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 3,744,830         | 4,274,177         | 4,869,641         | 4,764,415           | 5,125,939                     | 5,434,814                        | 308,875                                      |
| Reimbursements          | (441,218)         | (469,501)         | (467,713)         | (530,697)           | (544,697)                     | (501,095)                        | 43,602                                       |
| Total Appropriation     | 3,303,612         | 3,804,676         | 4,401,928         | 4,233,718           | 4,581,242                     | 4,933,719                        | 352,477                                      |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 3,303,612         | 3,804,676         | 4,401,928         | 4,233,718           | 4,581,242                     | 4,933,719                        | 352,477                                      |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Other Revenue           | 0                 | 44,335            | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Revenue           | 0                 | 44,335            | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 0                 | 44,335            | 0                 | 0                   | 0                             | 0                                | 0  |
| Net County Cost         | 3,303,612         | 3,760,341         | 4,401,928         | 4,233,718           | 4,581,242                     | 4,933,719                        | 352,477                                      |
| Budgeted Staffing*      | 16                | 17                | 17                | 17                  | 17                            | 17                               | 0  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$3.1 million represent the majority of expenditures in this department and fund 17 budgeted positions. Operating expenses of \$2.4 million include the Fair Political Practices Commission contract and the Federal and State lobbyist contracts. Reimbursements of \$501,095 fund a portion of staffing expenses (\$193,095) and operating expenses (\$308,000) and are received from other departments for services provided.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$352,477 due primarily to increased Application Development costs associated with implementation of the Contract Tracking System being implemented Countywide in 2015-16 and \$100,000 budgeted for the Give Big campaign.

## 2015-16 POSITION SUMMARY\*

| Division                         | 2014-15<br>Modified Staffing | Adds | Deletes | Reorgs | 2015-16<br>Recommended | Limited | Regular |
|----------------------------------|------------------------------|------|---------|--------|------------------------|---------|---------|
| County Administrative Office     | 1                            | 0    | 0       | 0      | 1                      | 0       | 1       |
| Board Administration             | 3                            | 0    | 0       | 0      | 3                      | 0       | 3       |
| Special Projects                 | 5                            | 0    | 0       | 0      | 5                      | 0       | 5       |
| Public Information Office        | 2                            | 0    | 0       | 0      | 2                      | 0       | 2       |
| Government & Legislative Affairs | 6                            | 0    | 0       | 0      | 6                      | 1       | 5       |
| Total                            | 17                           | 0    | 0       | 0      | 17                     | 1       | 16      |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.1 million fund 17 budgeted positions of which 16 are regular positions and 1 is a limited term position. There is no change to budgeted staffing.



## Litigation

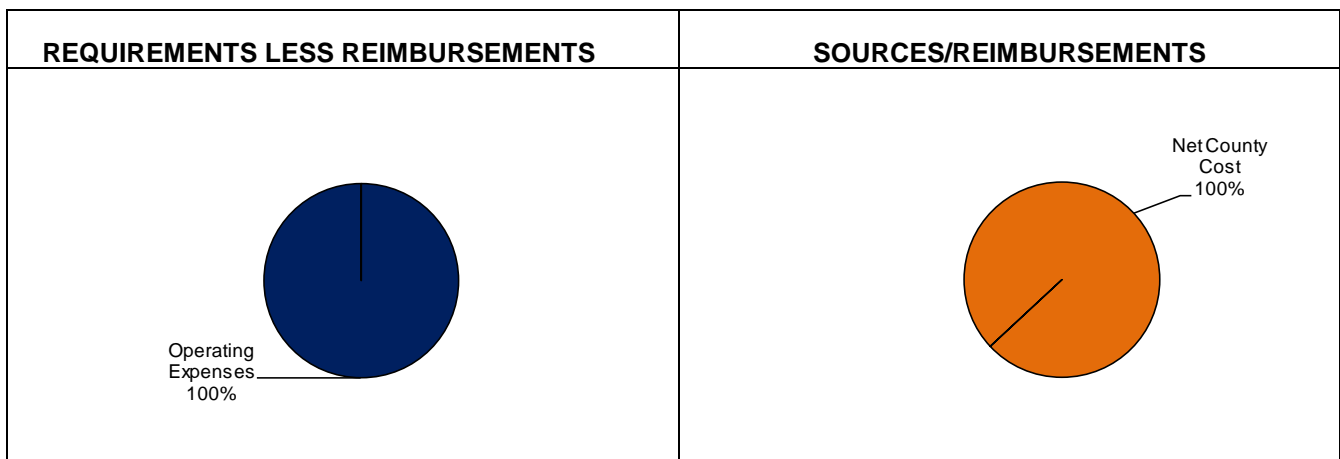
### DESCRIPTION OF MAJOR SERVICES

This budget unit funds external attorney services and other litigation related expenses. The Board of Supervisors approved the establishment of this budget unit in 2001-02. The use of additional Discretionary General Funding (Net County Cost) contingencies may be required during the fiscal year for any new major contracts or material amendments to existing legal contracts.

#### Budget at a Glance

|                                  |           |
|----------------------------------|-----------|
| Requirements Less Reimbursements | \$393,868 |
| Sources/Reimbursements           | \$0       |
| Net County Cost                  | \$393,868 |
| Total Staff                      | 0         |
| Funded by Net County Cost        | 100%      |

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: County Administrative Office  
FUND: General

BUDGET UNIT: AAA LIT  
FUNCTION: General  
ACTIVITY: Legislative and Administrative

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Expenses      | 376,222           | 395,986           | 436,481           | 392,599             | 392,599                       | 393,868                          | 1,269  |
| Capital Expenditures    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 376,222           | 395,986           | 436,481           | 392,599             | 392,599                       | 393,868                          | 1,269  |
| Reimbursements          | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation     | 376,222           | 395,986           | 436,481           | 392,599             | 392,599                       | 393,868                          | 1,269  |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 376,222           | 395,986           | 436,481           | 392,599             | 392,599                       | 393,868                          | 1,269  |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Other Revenue           | 1,200             | 800               | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Revenue           | 1,200             | 800               | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 1,200             | 800               | 0                 | 0                   | 0                             | 0                                | 0  |
| Net County Cost         | 375,022           | 395,186           | 436,481           | 392,599             | 392,599                       | 393,868                          | 1,269  |
| Budgeted Staffing*      | 0                 | 0                 | 0                 | -                   | 0                             | 0                                | 0  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$393,868 represent costs for outside legal counsel and other litigation related expenses.

## BUDGET CHANGES AND OPERATIONAL IMPACT

The \$1,269 increase in requirements is due to an increase in COWCAP charges.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.



## COUNTY COUNSEL

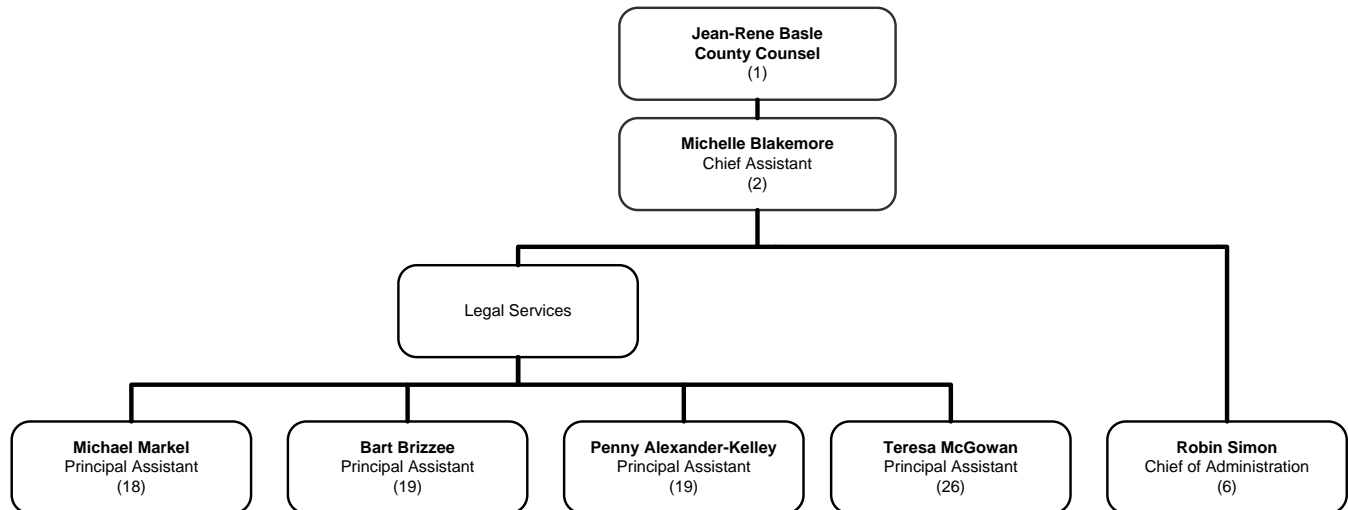
Jean-Rene Basle

### DEPARTMENT MISSION STATEMENT

*County Counsel serves and protects the County, its treasury, and its governing body by providing timely and accurate legal services and aggressively representing the County in litigation. Legal services shall be performed maintaining the highest professional and ethical standards while fostering high morale and productivity in the work place through collaborative efforts dedicated to continuous improvement.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

|                          | 2015-16      |           |                 |   |   |          |
|--------------------------|--------------|-----------|-----------------|---|---|----------|
|                          | Requirements | Sources   | Net County Cost | Use of / (Contribution to) Fund Balance | Use of / (Contribution to) Net Position | Staffing |
| <b>General Fund</b>      |              |           |                 |   |   |          |
| County Counsel           | 8,499,243    | 5,467,467 | 3,031,776       |   |   | 91       |
| Total General Fund       | 8,499,243    | 5,467,467 | 3,031,776       |   |   | 91       |
| <b>Total - All Funds</b> | 8,499,243    | 5,467,467 | 3,031,776       | 0                                       | 0                                       | 91       |



## 2014-15 MAJOR ACCOMPLISHMENTS

- Prepared Ordinances on a variety of issues including:
  - Code Enforcement & Nuisance Abatement.
  - Regulating the sale and possession of synthetic drugs.
- Opened 1,170 juvenile dependency cases and filed 73 appellate actions.
- Resolved within 21 months the County's claims against four of its insurers for damages related to environmental claims at the Mid-Valley Sanitary Landfill.
- Opened 70 new Public Guardian Matters.
- Advised the Board of Supervisors on the restructuring of the Housing Authority of the County of San Bernardino.
- Maintained the closure of virtually all known medical marijuana dispensaries within the unincorporated area by aggressively enforcing the County Code through the Courts and the County's administrative process.
- Successfully litigated cases involving a Public Employee Pension Reform Act (PEPRA) issue and retirement issue relating to disability retirement.
- Assisted in a major revision of physician's contracts at Arrowhead Regional Medical Center.
- Recovered over \$1.0 million in two False Claims Acts cases.

## DEPARTMENT PERFORMANCE MEASURES

| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS |   | Measure   | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
|---|---|---|-------------------|-------------------|-----------------|-------------------|
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.           | Percentage of policies and ordinances drafted within Board directed or requested timelines. | 100%              | 100%              | 100%            | 100%              |
| STRATEGY  | Draft policies and ordinances pursuant to Board of Supervisors direction within requested timelines.                                    |   |                   |                   |                 |                   |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS |   | Measure   | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE   | Ensure that employees know that they and their work are valued.   | Percentage of clients who ranked service from County Counsel as satisfactory or above.      | 98%               | 99%               | 100%            | 99%               |
| STRATEGY  | Conduct an annual customer service survey which will allow clients to provide feedback on the service they receive from County Counsel. |   |                   |                   |                 |                   |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS |   | Measure   | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.           | Number of training hours provided to county staff.  | N/A               | 50                | 275             | 300               |
| STRATEGY  | Increase training to County departments to reduce potential exposure.   |   |                   |                   |                 |                   |



## County Counsel

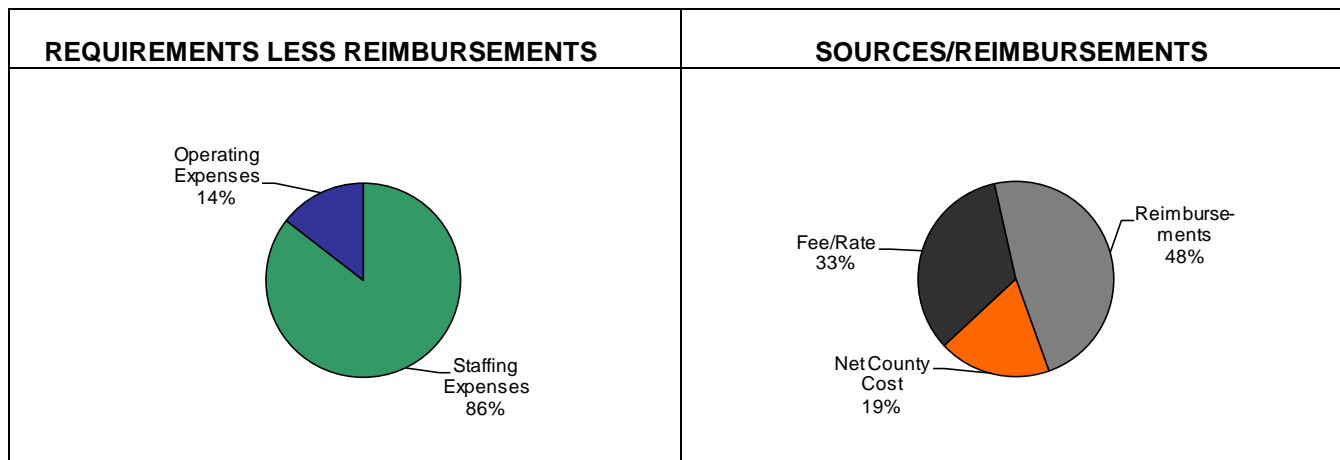
### DESCRIPTION OF MAJOR SERVICES

County Counsel provides civil legal services to the Board of Supervisors, the County Administrative Office, County departments, commissions, special districts and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on certain matters.

#### Budget at a Glance

|                                  |              |
|----------------------------------|--------------|
| Requirements Less Reimbursements | \$16,356,946 |
| Sources/Reimbursements           | \$13,325,170 |
| Net County Cost                  | \$3,031,776  |
| Total Staff                      | 91           |
| Funded by Net County Cost        | 19%          |

### 2015-16 RECOMMENDED BUDGET



### ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: County Counsel  
FUND: General

BUDGET UNIT: AAA CCL  
FUNCTION: General  
ACTIVITY: Counsel

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 12,219,215        | 12,129,008        | 12,090,815        | 12,949,054          | 13,199,232                    | 13,986,152                       | 786,920                                      |
| Operating Expenses      | 1,656,726         | 1,227,256         | 1,878,836         | 1,953,007           | 2,031,241                     | 2,370,794                        | 339,553                                      |
| Capital Expenditures    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 13,875,941        | 13,356,264        | 13,969,651        | 14,902,061          | 15,230,473                    | 16,356,946                       | 1,126,473                                    |
| Reimbursements          | (5,409,375)       | (5,900,009)       | (6,191,577)       | (6,331,759)         | (6,240,321)                   | (7,857,703)                      | (1,617,382)                                  |
| Total Appropriation     | 8,466,566         | 7,456,255         | 7,778,074         | 8,570,302           | 8,990,152                     | 8,499,243                        | (490,909)                                    |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 8,466,566         | 7,456,255         | 7,778,074         | 8,570,302           | 8,990,152                     | 8,499,243                        | (490,909)                                    |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 6,145,211         | 5,567,865         | 5,510,257         | 5,292,900           | 5,712,600                     | 5,466,717                        | (245,883)                                    |
| Other Revenue           | 9,653             | 122,492           | 1,595             | 600                 | 750                           | 750                              | 0  |
| Total Revenue           | 6,154,864         | 5,690,357         | 5,511,852         | 5,293,500           | 5,713,350                     | 5,467,467                        | (245,883)                                    |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 6,154,864         | 5,690,357         | 5,511,852         | 5,293,500           | 5,713,350                     | 5,467,467                        | (245,883)                                    |
| Net County Cost         | 2,311,702         | 1,765,898         | 2,266,222         | 3,276,802           | 3,276,802                     | 3,031,776                        | (245,026)                                    |
| Budgeted Staffing*      | 91                | 89                | 85                | 86                  | 86                            | 91                               | 5  |

\* Data represents modified budgeted staffing



## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$14.0 million represent a large majority of the department's requirements and fund 87 regular and 4 limited term positions. Other significant expenses include professional services, publications, travel/training, computer charges and facility costs. These expenses are primarily offset through reimbursements and revenue received from clients for providing services.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$490,909 due to an increase in reimbursements which is offset by an increase in staffing and operating expenses as a result of increased caseload and associated staffing increases at the Juvenile Dependency Court. Sources are decreasing by \$245,883, which is mainly due to the reclassification of sources to reimbursements. Net County Cost is decreasing by \$245,026 due to the reallocation of General Fund support from County Counsel to Public Guardian to accurately account for legal expenses for the Public Guardian.

## 2015-16 POSITION SUMMARY\*

| Division          | 2014-15           | Adds | Deletes | Reorgs | 2015-16     | Limited | Regular |
|-------------------|-------------------|------|---------|--------|-------------|---------|---------|
|                   | Modified Staffing |      |         |        | Recommended |         |         |
| Management/Fiscal | 9                 | 0    | 0       | 0      | 9           | 2       | 7       |
| Legal Services    | 77                | 7    | -2      | 0      | 82          | 2       | 80      |
| Total             | 86                | 7    | -2      | 0      | 91          | 4       | 87      |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$14.0 million fund 91 budgeted positions of which 87 are regular positions and 4 are limited term positions. Staffing changes for 2015-16 reflect an increase of 5 net budgeted positions including the addition of 4 Deputy County Counsel IV, 2 Executive Secretary II, and 1 Office Assistant III positions offset by the deletion of a County Counsel Paralegal and limited term Deputy Counsel IV position. The positions were added due to the increased caseload associated with the opening of a new Juvenile Dependency Courtroom and the County Counsel Paralegal and limited term Deputy Counsel IV positions were deleted as these duties are now being assumed by other staff members. Additionally, a Fiscal Assistant position was reclassified to Fiscal Specialist to better reflect the responsibilities of the position.





## FINANCE AND ADMINISTRATION

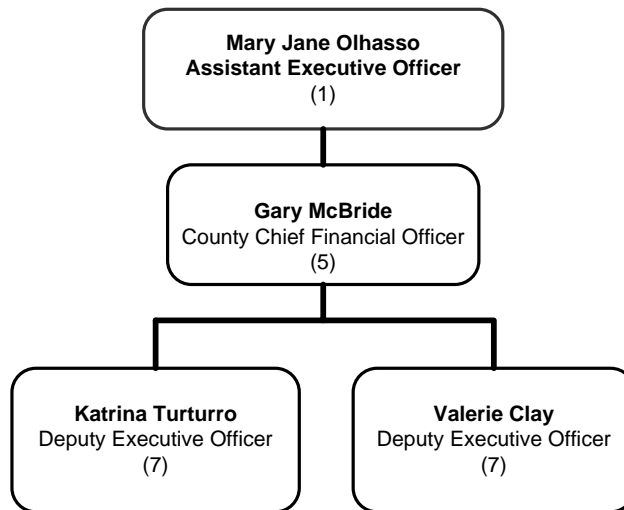
Mary Jane Olhasso

### DEPARTMENT MISSION STATEMENT

*Finance and Administration provides timely and accurate financial information to the public, Board of Supervisors, Chief Executive Officer, and County departments; identifies and implements best practices, true cost methodologies, alternative service delivery models, and efficient use of public investments.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

|                                     | 2015-16      |           |                 |   |   |          |
|-------------------------------------|--------------|-----------|-----------------|---|---|----------|
|                                     | Requirements | Sources   | Net County Cost | Use of / (Contribution to) Fund Balance | Use of / (Contribution to) Net Position | Staffing |
| <b><u>General Fund</u></b>          |              |           |                 |   |   |          |
| Finance and Administration          | 3,048,110    | 0         | 3,048,110       |   |   | 20       |
| Capital Facilities Leases           | 12,940,810   | 5,700,000 | 7,240,810       |   |   | 0        |
| Total General Fund                  | 15,988,920   | 5,700,000 | 10,288,920      |   |   | 20       |
| <b><u>Special Revenue Funds</u></b> |              |           |                 |   |   |          |
| Disaster Recovery Fund              | 0            | 5,277     |                 | (5,277)                                 |   | 0        |
| Total Special Revenue Funds         | 0            | 5,277     |                 | (5,277)                                 |   | 0        |
| <b>Total - All Funds</b>            | 15,988,920   | 5,705,277 | 10,288,920      | (5,277)                                 | 0                                       | 20       |

### 2014-15 MAJOR ACCOMPLISHMENTS

- Received the Distinguished Budget Presentation Award for the ninth consecutive year.
- Implemented a comprehensive Countywide Fee Management System automating the County Fee process.
- Issued the inaugural Capital Improvement Plan book.
- Developed a balanced budget for the coming year addressing the most pressing Countywide needs.



## DEPARTMENT PERFORMANCE MEASURES

| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS |   | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
|---|---|--|-------------------|-------------------|-----------------|-------------------|
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.  | Received Distinguished Budget Presentation Award from the Government Finance Officers Association. | Yes               | Yes               | Yes             | Yes               |
| STRATEGY  | Prepare a budget presentation that follows the guidelines established by the National Advisory Council on State and Local Budgeting and Government Finance Officers Association (GFOA) best practices on budgeting. |  |                   |                   |                 |                   |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS |   | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE   | Continue to develop and maintain consistent messaging for the organization.   | Number of days recommended budget documents were provided in advance of the Board meeting.         | 14                | 14                | 14              | 14                |
| STRATEGY  | Ensure Board of Supervisors has sufficient review time for recommended budget documents.  |  |                   |                   |                 |                   |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS |   | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE   | Continue to develop and maintain consistent messaging for the organization.   | Number of days fee ordinance documents were provided in advance of the Board meeting.              | 14                | 14                | 14              | 14                |
| STRATEGY  | Ensure Board of Supervisors has sufficient review time for recommended budget and fee ordinance documents.  |  |                   |                   |                 |                   |



## Finance and Administration

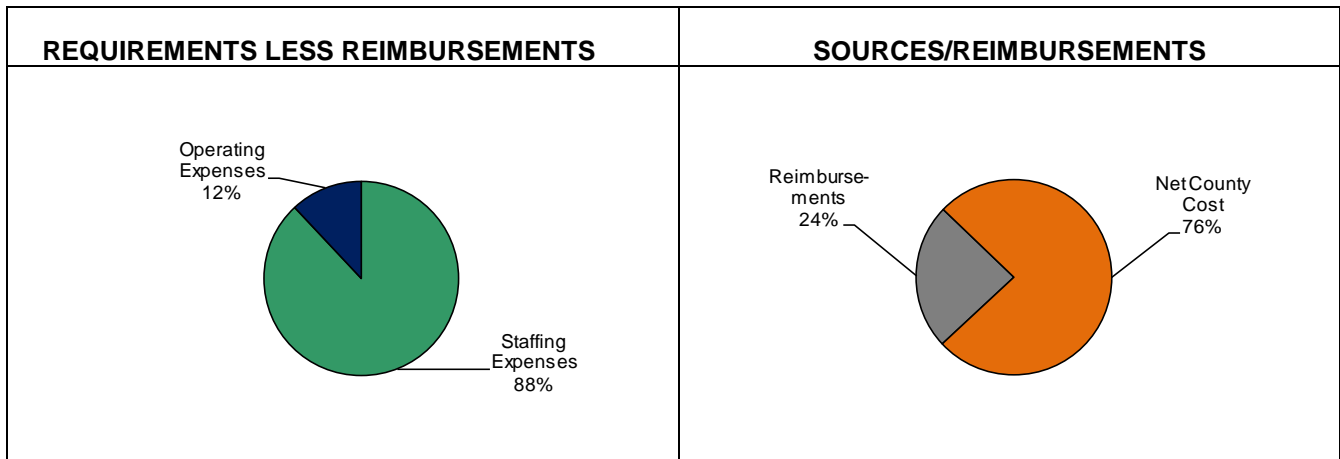
### DESCRIPTION OF MAJOR SERVICES

The Finance and Administration budget unit was created in 2011-12 to centralize financial management and oversight. In alignment with priorities of the Board of Supervisors and the Chief Executive Officer, this section provides timely and accurate financial information, and advises departments in financial matters.

| Budget at a Glance               |             |
|----------------------------------|-------------|
| Requirements Less Reimbursements | \$4,017,705 |
| Sources/Reimbursements           | \$969,595   |
| Net County Cost                  | \$3,048,110 |
| Total Staff                      | 20          |
| Funded by Net County Cost        | 76%         |

Finance and Administration is responsible for the preparation and administration of the County budget, including development of the five-year forecast and annual strategic plan; the administration and monitoring of the County general fund long-term debt portfolio, which includes both issuance and post-issuance activities; and oversight and administration of the County's capital improvement program.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Finance and Administration  
FUND: General

BUDGET UNIT: AAA FAB  
FUNCTION: General  
ACTIVITY: Finance

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 2,095,407         | 1,840,406         | 2,462,736         | 3,061,491           | 3,149,087                     | 3,536,345                        | 387,258                                      |
| Operating Expenses      | 222,862           | 165,254           | 479,745           | 362,377             | 438,085                       | 481,360                          | 43,275                                       |
| Capital Expenditures    | 0                 | 0                 | 0                 | 9,127               | 18,350                        | 0                                | (18,350)                                     |
| Total Exp Authority     | 2,318,269         | 2,005,660         | 2,942,481         | 3,432,995           | 3,605,522                     | 4,017,705                        | 412,183                                      |
| Reimbursements          | (369,985)         | (364,311)         | (373,277)         | (670,822)           | (674,042)                     | (969,595)                        | (295,553)                                    |
| Total Appropriation     | 1,948,284         | 1,641,349         | 2,569,204         | 2,762,173           | 2,931,480                     | 3,048,110                        | 116,630                                      |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 1,948,284         | 1,641,349         | 2,569,204         | 2,762,173           | 2,931,480                     | 3,048,110                        | 116,630                                      |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Other Revenue           | 0                 | 0                 | 4,883             | 0                   | 0                             | 0                                | 0  |
| Total Revenue           | 0                 | 0                 | 4,883             | 0                   | 0                             | 0                                | 0  |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 0                 | 0                 | 4,883             | 0                   | 0                             | 0                                | 0  |
| Net County Cost         | 1,948,284         | 1,641,349         | 2,564,321         | 2,762,173           | 2,931,480                     | 3,048,110                        | 116,630                                      |
| Budgeted Staffing*      | 14                | 14                | 15                | 18                  | 18                            | 20                               | 2  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$3.5 million fund 20 budgeted positions. The majority of reimbursements are from Health Administration, County Fire, and Indigent Defense for administrative oversight.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Staffing expenses are increasing by \$387,258 primarily due to the addition of one Administrative Analyst III position funded with additional Net County Cost (Discretionary General Funding). This position is being added to help establish a centralized Law and Justice – Finance and Administration division, as discussed in the Staffing Changes and Operational Impact section below. Staffing costs are also increasing due to the transfer in of one Administrative Analyst III position from the Regional Parks department. The increased staffing expenses will be partially offset by increased reimbursements from Operations and Community Services Departments for the transferred position from Regional Parks and additional reimbursements from the County Fire and Special Districts Departments to fund their proportionate share of Administrative Analyst costs.

Net County Cost is increasing as a result of the additional funding for the Law and Justice related Administrative Analyst III position (\$160,000), which is partially offset by reduced funding needed to cover Application Development – Maintenance costs from the Information Services Department.



## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

| Division                   | 2014-15<br>Modified Staffing | Adds | Deletes | Reorgs | 2015-16<br>Recommended | Limited | Regular |
|----------------------------|------------------------------|------|---------|--------|------------------------|---------|---------|
| Finance and Administration | 18                           | 3    | -1      | 0      | 20                     | 2       | 18      |
| Total                      | 18                           | 3    | -1      | 0      | 20                     | 2       | 18      |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.5 million fund 20 positions of which 18 are regular positions and 2 are limited term positions. The budget includes a net increase of 2 positions primarily associated with the continued establishment of a centralized Law and Justice – Finance and Administration division. In 2014-15, the Board approved the reclassification of an Administrative Analyst III to a Chief Administrative Analyst, to provide for centralized analysis and oversight of the County's Law and Justice Departments' programs and budget. In 2015-16, this centralized section is recommended to be expanded by adding 1 Administrative Analyst I to provide basic Law and Justice operational oversight support and an Administrative Analyst III to act as the primary analyst to the Sheriff's Department and to research and analyze broader implications of State and Federal law changes on the County's Law and Justice Departments (e.g. Proposition 47 reduction in felony drug charges, Public Safety Realignment). One Contract Indigent Defense Clerk budgeted for 2014-15, but never filled, will be deleted from the 2015-16 budget to offset a portion of the increased costs for the Administrative Analyst I. Finally, an Administrative Analyst III position is being added to the budget that previously resided in Regional Parks.



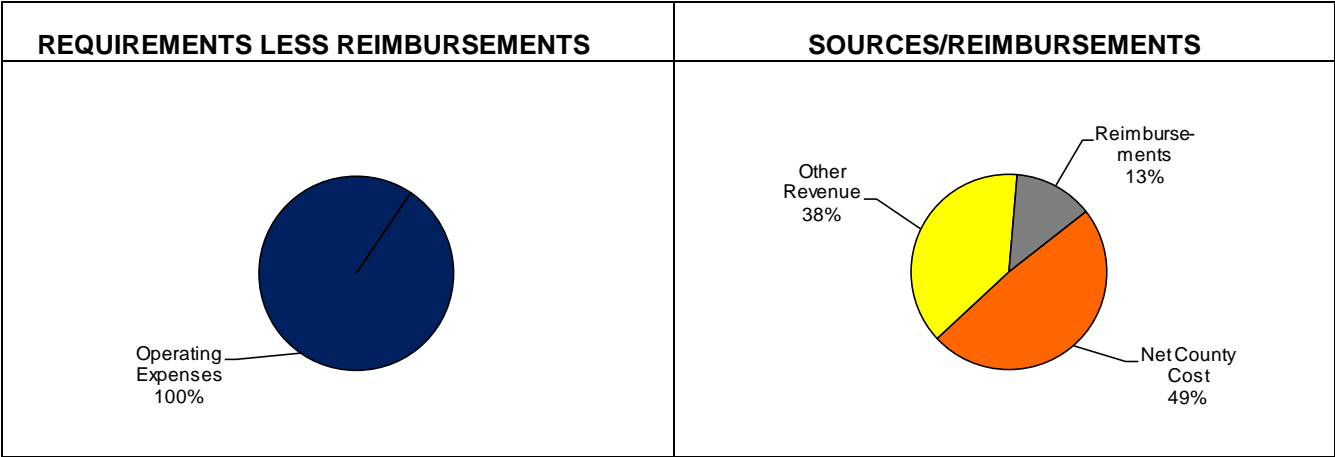
### Capital Facilities Leases

#### DESCRIPTION OF MAJOR SERVICES

This budget unit funds the cost of long-term capital lease payments for the major County facilities financed by the General Fund.

|                                  |              |
|----------------------------------|--------------|
| <b>Budget at a Glance</b>        |              |
| Requirements Less Reimbursements | \$14,889,602 |
| Sources/Reimbursements           | \$7,648,792  |
| Net County Cost                  | \$7,240,810  |
| Total Staff                      | 0            |
| Funded by Net County Cost        | 49%          |

#### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Finance and Administration - Capital Facilities Leases  
FUND: General

BUDGET UNIT: AAA JPL  
FUNCTION: General  
ACTIVITY: Property Management

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Expenses      | 17,993,260        | 14,876,470        | 14,665,377        | 14,765,827          | 14,960,588                    | 14,889,602                       | (70,986)                                     |
| Capital Expenditures    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 17,993,260        | 14,876,470        | 14,665,377        | 14,765,827          | 14,960,588                    | 14,889,602                       | (70,986)                                     |
| Reimbursements          | (1,943,662)       | (1,945,536)       | (1,941,734)       | (1,337,542)         | (1,944,069)                   | (1,948,792)                      | (4,723)                                      |
| Total Appropriation     | 16,049,598        | 12,930,934        | 12,723,643        | 13,428,285          | 13,016,519                    | 12,940,810                       | (75,709)                                     |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 16,049,598        | 12,930,934        | 12,723,643        | 13,428,285          | 13,016,519                    | 12,940,810                       | (75,709)                                     |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Other Revenue           | 1,107,389         | 10,700            | 146               | 0                   | 0                             | 5,700,000                        | 5,700,000                                    |
| Total Revenue           | 1,107,389         | 10,700            | 146               | 0                   | 0                             | 5,700,000                        | 5,700,000                                    |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 1,107,389         | 10,700            | 146               | 0                   | 0                             | 5,700,000                        | 5,700,000                                    |
| Net County Cost         | 14,942,209        | 12,920,234        | 12,723,497        | 13,428,285          | 13,016,519                    | 7,240,810                        | (5,775,709)                                  |
| Budgeted Staffing*      | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$14.9 million represent lease payments and related fees and administrative costs for the major County assets financed by the General Fund.

Other revenue of \$5.7 million represents the transfer in of cash from the debt service reserve fund (DSRF) upon final payment of the Justice Center/Chino Airport Improvements lease.

### Lease Payments:

|   |              |
|---|--------------|
| Justice Center/Chino Airport Improvements | \$ 6,515,250 |
| West Valley Detention Center              | 8,074,099    |
| Lease Payments Subtotal                   | 14,589,349   |

### Other Expenditures:

|   |            |
|---|------------|
| Debt Administration                                 | 300,253    |
| (including Trustee Fees, Audit and Arbitrage costs) |            |
| Other Expenditures Subtotal                         | 14,889,602 |

### Less:

|  |              |
|--|--------------|
| Reimbursements   | (1,948,792)  |
| Operating Transfers In (transfer from Debt Service Reserve Fund) | (5,700,000)  |
| Total Net County Cost  | \$ 7,240,810 |



### **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$75,709 with the elimination of COWCAP charges.

Sources are increasing by the operating transfer in of \$5.7 million from the balance in the DSRF.

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.





## Disaster Recovery Fund

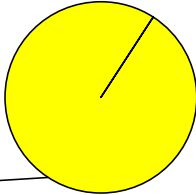
### DESCRIPTION OF MAJOR SERVICES

The Disaster Recovery Fund was established to provide separate accountability for specific administrative and program costs related to the County's disaster recovery efforts, which are reimbursed through state and federal funds. Prior incidents have included the Grand Prix/Old Fires in October 2003, Grass Valley/Slide Fires of October 2007, and winter storms of 1998, 2005, and 2010.

#### Budget at a Glance

|  |           |
|--|-----------|
| Requirements Less Reimbursements         | \$0       |
| Sources/Reimbursements                   | \$5,277   |
| Use of/ (Contribution to) Fund Balance** | (\$5,277) |
| Total Staff                              | 0         |

### 2015-16 RECOMMENDED BUDGET

| REQUIREMENTS LESS REIMBURSEMENTS     | SOURCES/REIMBURSEMENTS   |
|--------------------------------------|--|
| No Requirements for this budget unit |  <p>Other Revenue<br/>100%</p> |

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Finance and Administration - Disaster Recovery Fund  
FUND: Disaster Recovery Fund

BUDGET UNIT: SFH CAO  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

|   | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|---|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                       |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                         | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Expenses                        | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Capital Expenditures                      | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority                       | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Reimbursements                            | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation                       | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Transfers Out                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements                        | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| <b>Sources</b>                            |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                     | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                               | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                   | 0                 | 0                 | 0                 | (3,568)             | 0                             | 0                                | 0  |
| Fee/Rate                                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Other Revenue                             | 20,548            | 10,446            | 7,973             | 4,557               | 6,556                         | 5,277                            | (1,279)                                      |
| Total Revenue                             | 20,548            | 10,446            | 7,973             | 989                 | 6,556                         | 5,277                            | (1,279)                                      |
| Operating Transfers In                    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources                   | 20,548            | 10,446            | 7,973             | 989                 | 6,556                         | 5,277                            | (1,279)                                      |
| <b>Fund Balance</b>                       |                   |                   |                   |                     |                               |                                  |  |
| Use of / (Contribution to) Fund Balance** | (20,548)          | (10,446)          | (7,973)           | (989)               | (6,556)                       | (5,277)                          | 1,279  |
| Available Reserves                        |                   |                   |                   |                     | 28,843                        | 28,553                           | (290)  |
| Total Fund Balance                        |                   |                   |                   |                     | 22,287                        | 23,276                           | 989  |
| Budgeted Staffing*                        | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |

\*Data represents modified budgeted staffing

\*\* Contribution to Fund Balance appears as a negative number and increases Available Reserves.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Other revenue of \$5,277 represents anticipated interest earnings on the cash balance in the fund, which includes amounts due to other agencies.

## BUDGET CHANGES AND OPERATIONAL IMPACT

This budget unit is currently used as a suspense account to track payments by state and federal agencies for reimbursable disaster recovery efforts that are then distributed to County departments.

## ANALYSIS OF FUND BALANCE

Fund balance in the Disaster Recovery Fund consists of interest that has accrued on advances from the General Fund. The fund balance will be used to help offset any costs disallowed by the Federal Emergency Management Agency after audits of reimbursement claims.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit.

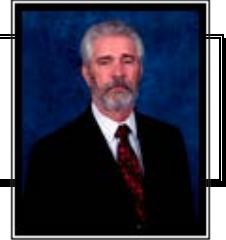


## FLEET MANAGEMENT

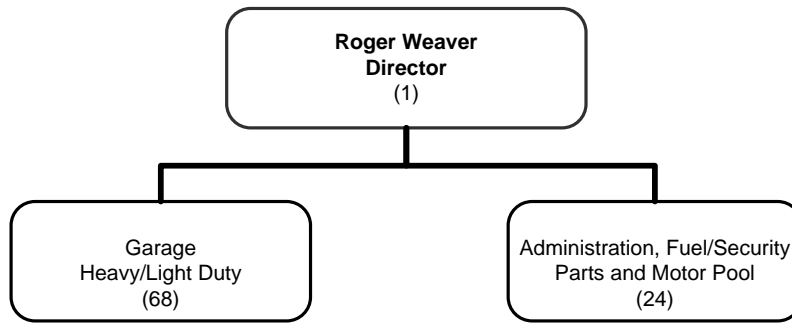
### Roger Weaver

#### DEPARTMENT MISSION STATEMENT

*San Bernardino County Fleet Management Department provides vehicles, equipment, and services to the officials and employees of the County so that they may provide services that promote health, safety, well-being, and quality of life to the residents of the County.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

|                               | 2015-16      |            |                    |  |  |          |
|-------------------------------|--------------|------------|--------------------|--|--|----------|
|                               | Requirements | Sources    | Net<br>County Cost | Use of / (Contribution<br>to) Fund Balance | Use of / (Contribution<br>to) Net Position | Staffing |
| <b>Internal Service Funds</b> |              |            |                    |  |  |          |
| Fleet Management              | 40,664,225   | 35,611,925 |                    |  | 5,052,300                                  | 93       |
| Total Internal Service Funds  | 40,664,225   | 35,611,925 |                    |  | 5,052,300                                  | 93       |
| <b>Total - All Funds</b>      | 40,664,225   | 35,611,925 | 0                  | 0  | 5,052,300                                  | 93       |

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Completed conversion of the department's Fleet Management Information System to web-based version (began in 2013-14).
- Ranked 6<sup>th</sup> best fleet in the nation in Leading Fleets Competition by Government Fleet magazine and 21<sup>st</sup> best fleet in the nation in Governing magazine's 100 Best Fleets in North America.
- Awarded a new contract for a web-based fuel management system that will enhance automated data capture of fuel transactions and will allow for additional County locations to be added to the system.
- Completed the program with County Work Force Development Department and the Career Institute of Rancho Cucamonga to provide on-the-job internships for beginning auto mechanic technician ages 18-21 (began in 2013-14).



## DEPARTMENT PERFORMANCE MEASURES

| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                       |   | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
|---|---|---|----------------|----------------|--------------|----------------|
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration. | Current level of uptime (vehicle availability) of light-duty vehicles serviced at Fleet facilities. | N/A            | 97%            | 96%          | 95%            |
| STRATEGY  | Monitor employee productivity levels.   |   |                |                |              |                |
| STRATEGY  | Coordinate with customers to reduce peak/lull times in the shop.  |   |                |                |              |                |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                       |   | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration. | Percentage of vehicles receiving required annual preventative maintenance service (3 services/year) | N/A            | 100%           | 100%         | 95%            |
| STRATEGY  | Maintain communications with customers to ensure services are completed when due.   |   |                |                |              |                |
| STRATEGY  | Reduce impacts on customers availability to ensure they do not "delay" service for operational needs.                         |   |                |                |              |                |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                       |   | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration. | Average number of days to complete repairs and services on light-duty vehicles at Fleet facilities. | N/A            | 1.4            | 1.4          | 1.4            |
| STRATEGY  | Improve coordination with part suppliers to reduce part wait times.   |   |                |                |              |                |
| STRATEGY  | Improve/monitor employee productivity.  |   |                |                |              |                |
| STRATEGY  | Monitor staffing requirements at all facilities.  |   |                |                |              |                |
| STRATEGY  | Coordinate with customers to reduce peak/lull times in the shop.  |   |                |                |              |                |
| COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER |   | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE   | Invest County resources in ways which create more ongoing revenue to reinvest in maintaining and improving services.          | Value of on-hand County-owned repair parts inventory.   | \$1,037,500    | \$900,000      | \$1,028,000  | \$950,000      |
| OBJECTIVE   | Eliminate silos and consolidate and centralize administrative functions, including financial management and oversight.        |   |                |                |              |                |
| STRATEGY  | Improve coordination with part suppliers to move closer to "just-in-time" inventory scenarios.                                |   |                |                |              |                |
| STRATEGY  | Coordinate with Purchasing to explore potential opportunities for consignment or consolidated inventories.                    |   |                |                |              |                |
| STRATEGY  | Evaluate department storage sites (storerooms) for consolidation or reduction.  |   |                |                |              |                |



## Fleet Management

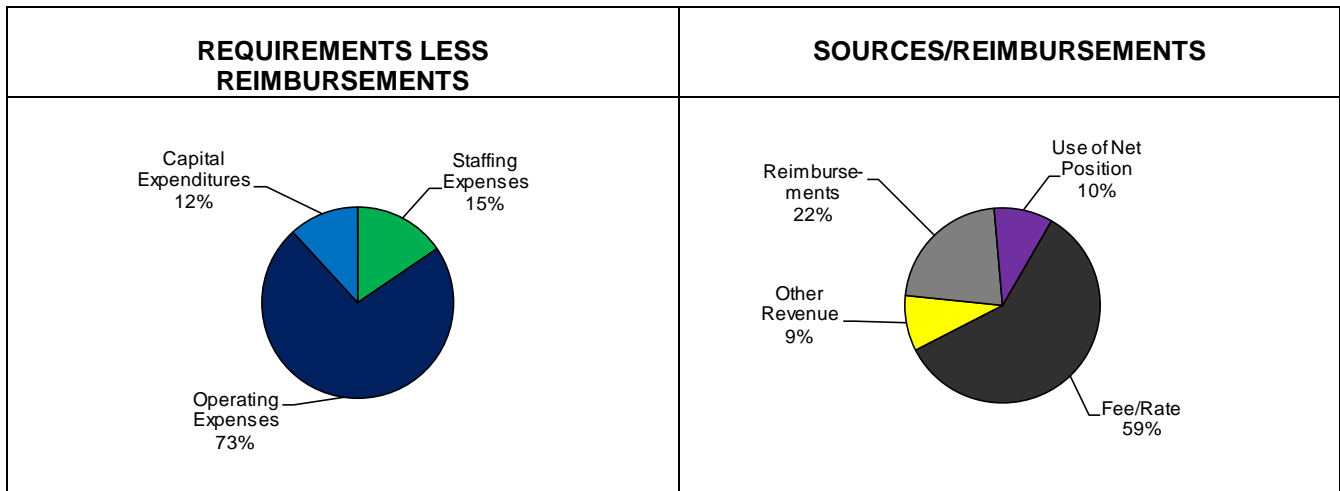
### DESCRIPTION OF MAJOR SERVICES

Fleet Management (Fleet) provides acquisition, maintenance, repair, modification, and disposal services for the majority of County vehicles and equipment. Fleet Management's main garage in San Bernardino includes four shops: automotive, heavy-duty, welding/metal fabrication, and generator services, as well as a parts room and fueling station. County Fire Vehicle Services Division shares space in the facility and utilizes Fleet's ISF structure. The department also operates five smaller service centers in outlying locations (Barstow, Hesperia, Needles, Rancho Cucamonga, and 29 Palms) and 62 strategically located fueling sites. Additionally, Fleet Management operates a motor pool which has ownership and/or maintenance responsibility for approximately 1,820 vehicles or equipment assigned to or used by County departments. The department also operates two car washes, provides Department of Motor Vehicle registration services, and security lock-up services.

#### Budget at a Glance

|   |              |
|---|--------------|
| Requirements Less Reimbursements        | \$52,104,669 |
| Sources/Reimbursements                  | \$47,052,369 |
| Use of / (Contribution To) Net Position | \$5,052,300  |
| Total Staff                             | 93           |

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Fleet Management  
FUND: Fleet Management

BUDGET UNIT: IFM FLT, IDJ FLT  
FUNCTION: General  
ACTIVITY: Other General

|  | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|--|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                    |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                      | 6,496,998         | 6,692,924         | 7,539,366         | 7,153,190           | 7,805,683                     | 8,052,393                        | 246,710                                      |
| Operating Expenses                     | 25,041,948        | 28,432,799        | 31,938,578        | 27,779,825          | 36,165,156                    | 37,907,276                       | 1,742,120                                    |
| Capital Expenditures                   | 3,420,591         | 5,876,289         | 4,570,533         | 4,957,936           | 5,040,100                     | 6,145,000                        | 1,104,900                                    |
| Total Exp Authority                    | 34,959,537        | 41,002,012        | 44,048,477        | 39,890,951          | 49,010,939                    | 52,104,669                       | 3,093,730                                    |
| Reimbursements                         | (9,373,177)       | (10,829,975)      | (11,508,108)      | (7,915,611)         | (11,837,651)                  | (11,440,444)                     | 397,207                                      |
| Total Appropriation                    | 25,586,360        | 30,172,037        | 32,540,369        | 31,975,340          | 37,173,288                    | 40,664,225                       | 3,490,937                                    |
| Operating Transfers Out                | 729,169           | 639,207           | 71,300            | 0                   | 75,800                        | 0                                | (75,800)                                     |
| Total Requirements                     | 26,315,529        | 30,811,244        | 32,611,670        | 31,975,340          | 37,249,088                    | 40,664,225                       | 3,415,137                                    |
| <b>Sources</b>                         |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                            | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                | 49,770            | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                               | 21,717,560        | 23,786,148        | 28,661,548        | 25,890,235          | 29,344,700                    | 30,750,625                       | 1,405,925                                    |
| Other Revenue                          | 4,084,111         | 5,437,861         | 4,828,625         | 3,853,372           | 5,216,100                     | 4,785,500                        | (430,600)                                    |
| Total Revenue                          | 25,851,441        | 29,224,009        | 33,490,173        | 29,743,607          | 34,560,800                    | 35,536,125                       | 975,325                                      |
| Operating Transfers In                 | 386,565           | 0                 | 71,300            | 75,800              | 75,800                        | 75,800                           | 0  |
| Total Sources                          | 26,238,006        | 29,224,009        | 33,561,473        | 29,819,407          | 34,636,600                    | 35,611,925                       | 975,325                                      |
| <b>Net Position</b>                    |                   |                   |                   |                     |                               |                                  |  |
| Use of/ (Contribution to) Net Position | 77,523            | 1,587,235         | (949,803)         | 2,155,933           | 2,612,488                     | 5,052,300                        | 2,439,812                                    |
| Est. Net Position Available            |                   |                   |                   |                     | 9,910,822                     | 5,315,077                        | (4,595,745)                                  |
| Total Net Position                     |                   |                   |                   |                     | 12,523,310                    | 10,367,377                       | (2,155,933)                                  |
| Budgeted Staffing*                     | 86                | 84                | 87                | 87                  | 87                            | 93                               | 6  |

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$40.7 million include \$37.9 million in operating expenses due to major expenditures of \$13.3 million in materials and \$18.4 million in transfers. Materials include \$8.8 million for fuel which continues to be Fleet's largest expenditure and revenue source. Transfers include internal cost allocations, reimbursements to County Fire for staffing expenses (\$2.0 million), and transfers out for capital improvement projects (\$5.4 million). Other major expenditures include staffing expenses (\$8.1 million), vehicle/equipment purchases (\$6.1 million), repair parts (\$4.4 million), sublets and specialized services (\$3.0 million), and vehicle liability insurance (\$2.2 million).

Sources of \$35.6 million include \$30.8 million in fee/rate for Motor Pool mileage and period charges (\$9.0 million), fuel revenue (\$4.9 million), labor charges from light, heavy and fire shops (\$7.3 million), parts sales (\$4.1 million), and sublet charges (\$1.6 million).

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.4 million primarily due to increases in transfers for fixed assets or capital improvement projects (\$2.1 million) including carryover projects and new projects for 2015-16 managed by the Architecture and Engineering Department, vehicle liability insurance (\$1.0 million), and capital expenditures for the purchase of vehicles (\$800,000). These increases are offset by a decrease in fuel expenses (\$955,700).

Sources are increasing by \$975,325 due to an increase in fee/rate revenue primarily from an increase in motor pool rates and sublet charges. This increase is offset by a decrease in other revenue due to a decrease in residual equity transfers in (use of unrestricted net assets) for one-time capital expenditures.



## ANALYSIS OF NET POSITION

For 2015-16 Fleet's budget has a net position of \$10.4 million which reflects a use of \$5.1 million. The use of net position for 2015-16 is due to one-time expenditures related to capital projects carried over from 2014-15 and new projects for 2015-16. Budgeting for the use of net position is for one-time expenditures only. Rates are reviewed annually to ensure that net position is maintained at an adequate level.

## 2015-16 POSITION SUMMARY\*

| Division        | 2014-15<br>Modified Staffing | Adds | Deletes | Re-Orgs | 2015-16<br>Recommended | Limited | Regular |
|-----------------|------------------------------|------|---------|---------|------------------------|---------|---------|
| Administration  | 12                           | 0    | 0       | 0       | 12                     | 0       | 12      |
| Heavy Duty      | 24                           | 1    | 0       | 1       | 26                     | 0       | 26      |
| Light Duty      | 40                           | 3    | 0       | -1      | 42                     | 2       | 40      |
| Fuel & Security | 4                            | 0    | 0       | 0       | 4                      | 0       | 4       |
| Motor Pool      | 1                            | 1    | 0       | 0       | 2                      | 1       | 1       |
| Parts Room      | 6                            | 1    | 0       | 0       | 7                      | 0       | 7       |
| Total           | 87                           | 6    | 0       | 0       | 93                     | 3       | 90      |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$8.1 million funds 93 budgeted positions of which 90 are regular positions and 3 are limited term positions. Staffing changes for 2015-16 include the addition of 3 regular and 3 limited term positions and consist of the addition of 2 Motor Fleet Maintenance Supervisors, 1 Office Assistant II and 3 Public Service Employees. One Motor Fleet Maintenance Supervisor will oversee the newly combined fuel/security and generator sections and the other will be assigned to the new Victorville Service Center and the position shall be filled once construction is started on the project. The Office Assistant II will be assigned to the parts room for clerical functions. The Public Service Employee positions will be utilized to meet short-term staffing needs due to short-term increases in workloads.



## HUMAN RESOURCES

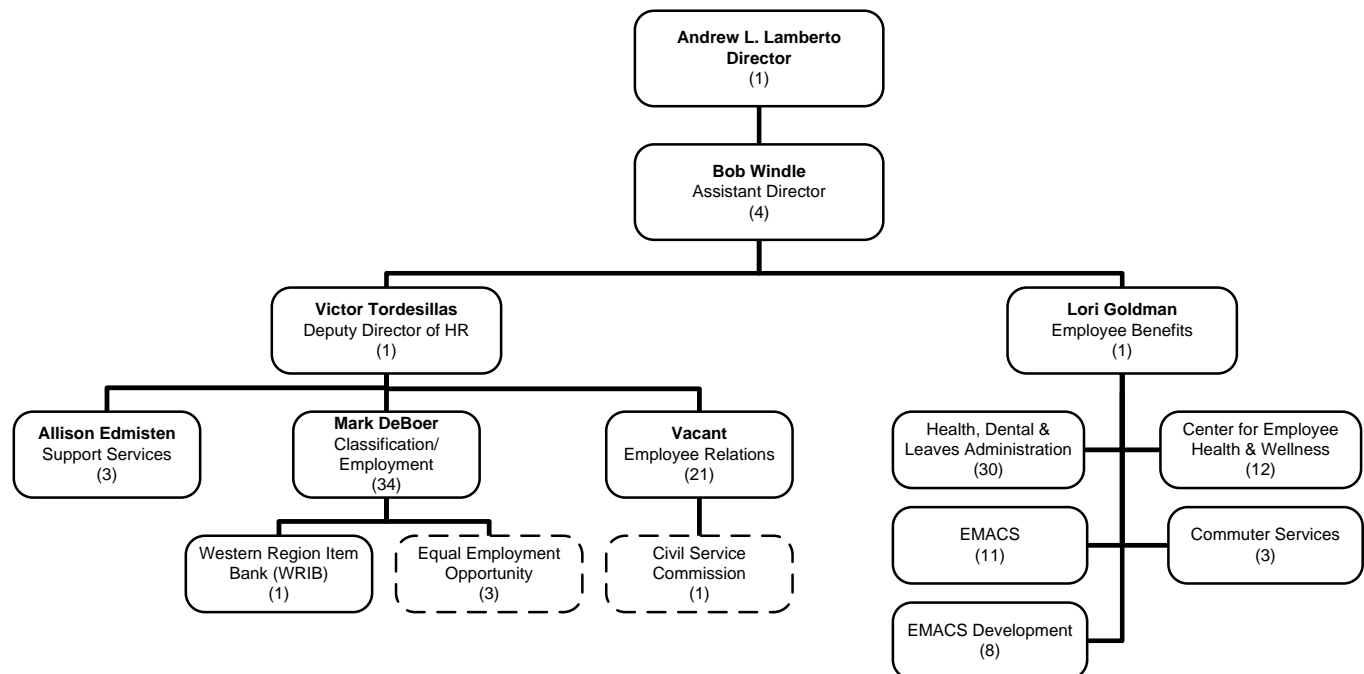
Andrew L. Lamberto

### DEPARTMENT MISSION STATEMENT

*The Human Resources Department is committed to providing effective customer service to all departments, employees, and constituents of the County of San Bernardino, through the timely delivery of innovative, quality human resources systems, programs, and services.*



### ORGANIZATIONAL CHART





## 2015-16 SUMMARY OF BUDGET UNITS

|   | 2015-16           |                  |                   |   |   |
|---|-------------------|------------------|-------------------|---|---|
|   | Requirements      | Sources          | Net County Cost   | Use of / (Contribution to) Fund Balance | Use of / (Contribution to) Net Position |
| <b>General Fund</b>                         |                   |                  |                   |   |   |
| Human Resources                             | 6,987,076         | 749,563          | 6,237,513         |   | 88                                      |
| The Center for Employee Health and Wellness | 1,985,423         | 1,985,423        | 0                 |   | 12                                      |
| Unemployment Insurance                      | 4,000,500         | 0                | 4,000,500         |   | 0                                       |
| Total General Fund                          | 12,972,999        | 2,734,986        | 10,238,013        |   | 100                                     |
| <b>Special Revenue Funds</b>                |                   |                  |                   |   |   |
| Commuter Services                           | 945,780           | 736,150          |                   | 209,630                                 | 3                                       |
| Employee Benefits and Services              | 3,465,156         | 3,329,135        |                   | 136,021                                 | 31                                      |
| Total Special Revenue Funds                 | 4,410,936         | 4,065,285        |                   | 345,651                                 | 34                                      |
| <b>Total - All Funds</b>                    | <b>17,383,935</b> | <b>6,800,271</b> | <b>10,238,013</b> | <b>345,651</b>                          | <b>0</b>                                |
|   |                   |                  |                   |   | <b>134</b>                              |

## 2014-15 MAJOR ACCOMPLISHMENTS

- Retirement Savings Plan Investment Option – introduced a new investment lineup. The new fund lineup provides participants of the 401(k), 401(a) Defined Contribution plan, 457(b) Deferred Compensation plan and the Retirement Medical Trust plan with lower fees while still having a variety of investment options.
- FSA Software and “Benny” Card – implemented new Medical Expense Reimbursement (FSA) software and debit cards (a.k.a. Benny cards) as an option for claim filing.
- Health Plan Contract Performance Guarantees – established performance guarantees in all health plan contracts. As a result, the County received a total of \$306,543 from the health, dental and disability leave carriers.
- Labor Negotiations – negotiated 2 entirely new MOUs (IBEW and ASBCFM), attained successor MOU for the Attorney Unit and the Nurses/Per Diem Nurses Unit and organized and led the County in a 3 day fact-finding hearing for the SPO and SPOS Units that covered more than a dozen outstanding bargaining issues.
- Department Diversity Committees – established departmental diversity committees that serve to suggest actions to achieve diversity success, assist with the implementation of diversity action items, and monitor progress of the diversity initiative.
- Interagency “Biggest Loser” Competition – partnered with Los Angeles County, the Metropolitan Transportation Authority, and the County’s insurance providers and co-sponsored the 2<sup>nd</sup> interagency “Biggest Loser” competition. The County is currently the reigning champion with 1,443 employees who participated last year losing a total of 8,210 pounds.



## DEPARTMENT PERFORMANCE MEASURES

| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS |  | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
|---|--|--|-------------------|-------------------|-----------------|-------------------|
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.  | Meet the legislative requirement of the ACA by offering coverage to >95% of full time employees. | 99.3%             | 99%               | 99%             | 99%               |
| STRATEGY  | To ensure compliance and avoid Affordable Care Act penalties, follow the current action plan to ensure all aspects of administration and reporting are addressed.  |  |                   |                   |                 |                   |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS |  | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.  | Percentage of eligible records audited.  | N/A               | 100%              | 100%            | 85%               |
| STRATEGY  | On an annual basis, audit specified components of the EMACS system in order to ensure compliance with Federal, State and MOU requirements and overall accuracy of the payroll and recordkeeping function. For 2015-16 this activity will include review of dependent/beneficiary data for ACA reporting. This will be accomplished by verifying social security numbers are on file for all dependents on a medical plan.  |  |                   |                   |                 |                   |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS |  | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.  | Number of participating departments.   | N/A               | 4                 | 6               | 14                |
| STRATEGY  | In accordance with the Countywide Vision, implement a strategy to increase department awareness and support for outreach, educational and training activities focused on ensuring a County workforce that reflects the diversity of our community. This strategy will include the establishment of approximately 8 departmental committees per year that will work in collaboration with HR to plan and implement department-specific strategies for diversity including recruitment, mentoring and outreach activities. |  |                   |                   |                 |                   |



## Human Resources

### DESCRIPTION OF MAJOR SERVICES

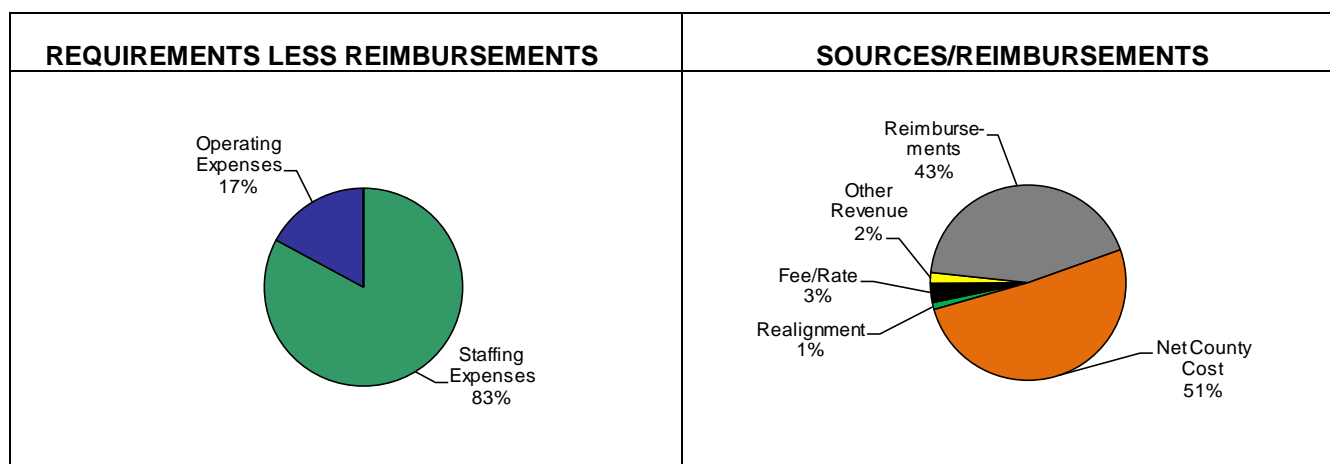
The Human Resources Department administers the County's human resources programs. This includes the responsibility for recruitment, employment testing, and certification of eligible candidates; establishment and maintenance of classification and compensation systems and program administration for the Employee Management and Compensation System (EMACS); and the Equal Employment Opportunity Office. Human Resources also shares responsibility, through a partnership with Human Services, for Countywide organizational and employee development.

#### Budget at a Glance

|                                  |              |
|----------------------------------|--------------|
| Requirements Less Reimbursements | \$12,226,118 |
| Sources/Reimbursements           | \$5,988,605  |
| Net County Cost                  | \$6,237,513  |
| Total Staff                      | 88           |
| Funded by Net County Cost        | 51%          |

In addition, the department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 120 public agencies to develop employment tests. Each WRIB participating agency pays an annual fee.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: General

BUDGET UNIT: AAA HRD  
FUNCTION: General  
ACTIVITY: Personnel

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 7,519,526         | 8,157,472         | 8,764,815         | 8,976,921           | 9,333,578                     | 10,133,532                       | 799,954                                      |
| Operating Expenses      | 1,079,047         | 1,355,455         | 2,388,339         | 2,858,519           | 2,807,829                     | 2,092,586                        | (715,243)                                    |
| Capital Expenditures    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 8,598,573         | 9,512,927         | 11,153,154        | 11,835,440          | 12,141,407                    | 12,226,118                       | 84,711                                       |
| Reimbursements          | (4,149,170)       | (4,026,135)       | (4,197,186)       | (4,359,876)         | (4,371,207)                   | (5,239,042)                      | (867,835)                                    |
| Total Appropriation     | 4,449,403         | 5,486,792         | 6,955,968         | 7,475,564           | 7,770,200                     | 6,987,076                        | (783,124)                                    |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 4,449,403         | 5,486,792         | 6,955,968         | 7,475,564           | 7,770,200                     | 6,987,076                        | (783,124)                                    |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 114,677           | 126,409           | 118,382             | 118,382                       | 141,236                          | 22,854                                       |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 236,010           | 304,024           | 225,513           | 337,965             | 403,241                       | 392,327                          | (10,914)                                     |
| Other Revenue           | 57,218            | 185,123           | 123,015           | 175,048             | 259,000                       | 216,000                          | (43,000)                                     |
| Total Revenue           | 293,228           | 603,824           | 474,937           | 631,395             | 780,623                       | 749,563                          | (31,060)                                     |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 293,228           | 603,824           | 474,937           | 631,395             | 780,623                       | 749,563                          | (31,060)                                     |
| Net County Cost         | 4,156,175         | 4,882,968         | 6,481,031         | 6,844,169           | 6,989,577                     | 6,237,513                        | (752,064)                                    |
| Budgeted Staffing*      | 73                | 79                | 79                | 79                  | 79                            | 88                               | 9  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$10.1 million make up the majority of the department's expenditures within this budget unit. These expenses are necessary to provide human resource services to the County's approximately 20,000 employees. Sources of \$749,563 primarily represent revenue from WRIB memberships. Reimbursements from other departments are for administrative services provided.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$783,124. This includes operating expenses, which are decreasing by \$715,243 primarily due to the elimination of a one-time development charge for WRIB software enhancements and the elimination of EMACS Development enhancement and maintenance costs that are now allocated to all County departments from the ISD Computer Operations fund. Staffing costs are increasing by \$799,954 due to the addition of 10 new positions, offset by the deletion of 1 position. One of these new positions, a Human Resources Analyst I in Recruitment, is funded with Net County Cost. The new Deputy Director of Human Resources is partially funded with Net County Cost, with the remainder funded by department reimbursements. Seven of the new positions are funded by departments, 2 by Probation, and 5 by Human Services. The increase in staffing costs is offset by reimbursements from Probation and Human Services.

Sources are decreasing by \$31,060 primarily due to decreased revenue received from departments for advertising and recruitment costs.

The department received additional Net County Cost of \$5,000 to provide funding for the EOC Diversity forum. Overall, Net County Cost is decreasing by \$752,064 primarily as a result of the decreased costs related to EMACS Development enhancement and maintenance as mentioned above



## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

| Division                     | 2014-15<br>Modified Staffing | Adds | Deletes | Reorgs | 2015-16<br>Recommended | Limited | Regular |
|------------------------------|------------------------------|------|---------|--------|------------------------|---------|---------|
| Administration               | 8                            | 1    | 0       | 0      | 9                      | 0       | 9       |
| Classification/Employment    | 27                           | 7    | 0       | 0      | 34                     | 0       | 34      |
| Equal Employment Opportunity | 3                            | 0    | 0       | 0      | 3                      | 0       | 3       |
| Western Region Item Bank     | 1                            | 0    | 0       | 0      | 1                      | 0       | 1       |
| Employee Relations           | 20                           | 2    | -1      | 0      | 21                     | 0       | 21      |
| Civil Service Commission     | 1                            | 0    | 0       | 0      | 1                      | 0       | 1       |
| EMACS                        | 11                           | 0    | 0       | 0      | 11                     | 0       | 11      |
| EMACS-Development            | 8                            | 0    | 0       | 0      | 8                      | 0       | 8       |
| Total                        | 79                           | 10   | -1      | 0      | 88                     | 0       | 88      |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$10.1 million fund 88 budgeted regular positions. Budgeted staffing changes include the deletion of a Human Resources Division Chief as well as the addition of the following positions:

- 1 Deputy Director of HR
- 1 Human Resources Officer III
- 1 Human Resources Officer II
- 5 Human Resources Analyst I
- 1 Personnel Technician
- 1 Office Assistant IV



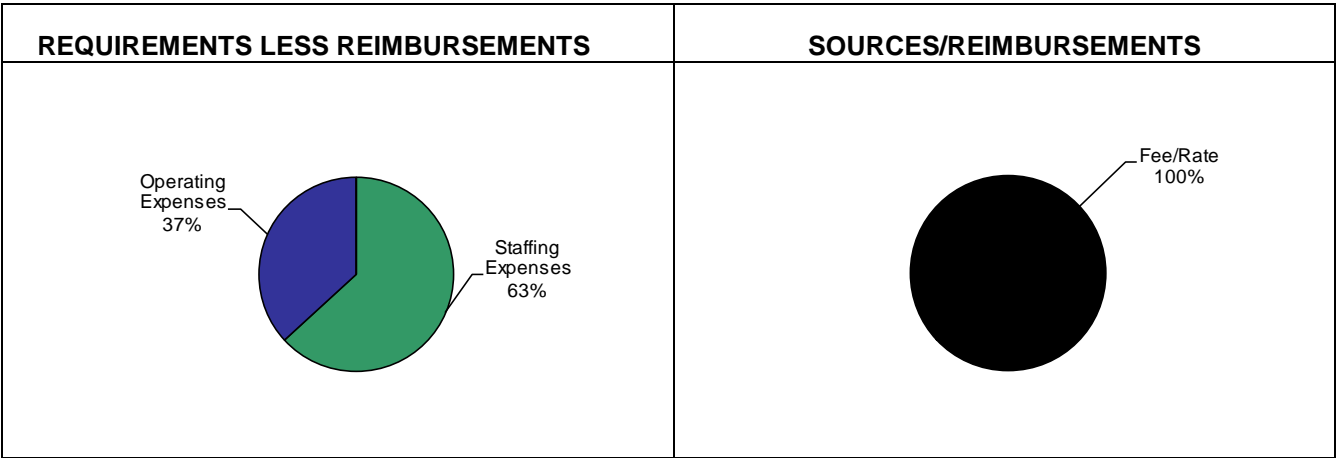
## The Center for Employee Health and Wellness

### DESCRIPTION OF MAJOR SERVICES

The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. The CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding appeals of medical findings, and advising the County's management on compliance with Occupational Safety and Health Administration (OSHA) regulations and occupational medical problems.

| Budget at a Glance               |             |
|----------------------------------|-------------|
| Requirements Less Reimbursements | \$1,985,423 |
| Sources/Reimbursements           | \$1,985,423 |
| Net County Cost                  | \$0         |
| Total Staff                      | 12          |
| Funded by Net County Cost        | 0%          |

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: The Center for Employee Health and Wellness

BUDGET UNIT: AAA OCH  
FUNCTION: General  
ACTIVITY: Personnel

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 1,115,968         | 1,174,789         | 1,185,077         | 1,154,473           | 1,217,662                     | 1,254,376                        | 36,714                                       |
| Operating Expenses      | 617,536           | 565,561           | 567,618           | 622,366             | 934,972                       | 731,047                          | (203,925)                                    |
| Capital Expenditures    | 0                 | 6,075             | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 1,733,504         | 1,746,425         | 1,752,695         | 1,776,839           | 2,152,634                     | 1,985,423                        | (167,211)                                    |
| Reimbursements          | (780,189)         | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation     | 953,315           | 1,746,425         | 1,752,695         | 1,776,839           | 2,152,634                     | 1,985,423                        | (167,211)                                    |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 953,315           | 1,746,425         | 1,752,695         | 1,776,839           | 2,152,634                     | 1,985,423                        | (167,211)                                    |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 1,046,222         | 1,803,606         | 1,763,542         | 1,796,922           | 2,152,634                     | 1,985,423                        | (167,211)                                    |
| Other Revenue           | 0                 | 32                | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Revenue           | 1,046,222         | 1,803,638         | 1,763,542         | 1,796,922           | 2,152,634                     | 1,985,423                        | (167,211)                                    |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 1,046,222         | 1,803,638         | 1,763,542         | 1,796,922           | 2,152,634                     | 1,985,423                        | (167,211)                                    |
| Net County Cost         | (92,907)          | (57,213)          | (10,847)          | (20,083)            | 0                             | 0                                | 0  |
| Budgeted Staffing*      | 11                | 11                | 12                | 12                  | 12                            | 12                               | 0  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$1.3 million make up the majority of the department's expenditures in this budget unit. These expenses are necessary in order to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 20,000 employees, as well as employees of various external agencies. Revenue is collected for various pre-placement and in-service medical examinations, through fees charged in accordance with the County's fee ordinance.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and sources are decreasing by \$167,211 primarily as a result of a reduction in expenses and fee revenue for testing services. The CEHW is completely fee based and departments are billed based on fees for services provided.

## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

|          | 2014-15<br>Modified Staffing | Adds | Deletes | Reorgs | 2015-16<br>Recommended | Limited | Regular |
|----------|------------------------------|------|---------|--------|------------------------|---------|---------|
| Division |                              |      |         |        |                        |         |         |
| CEHW     | 12                           | 0    | 0       | 0      | 12                     | 3       | 9       |
| Total    | 12                           | 0    | 0       | 0      | 12                     | 3       | 9       |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.3 million fund 12 budgeted positions of which 9 are regular positions and 3 are limited term positions. In order to more accurately align position classifications with assigned work duties, the budget includes the reclassification of 4 regular Clinic Assistants to Care Assistants.



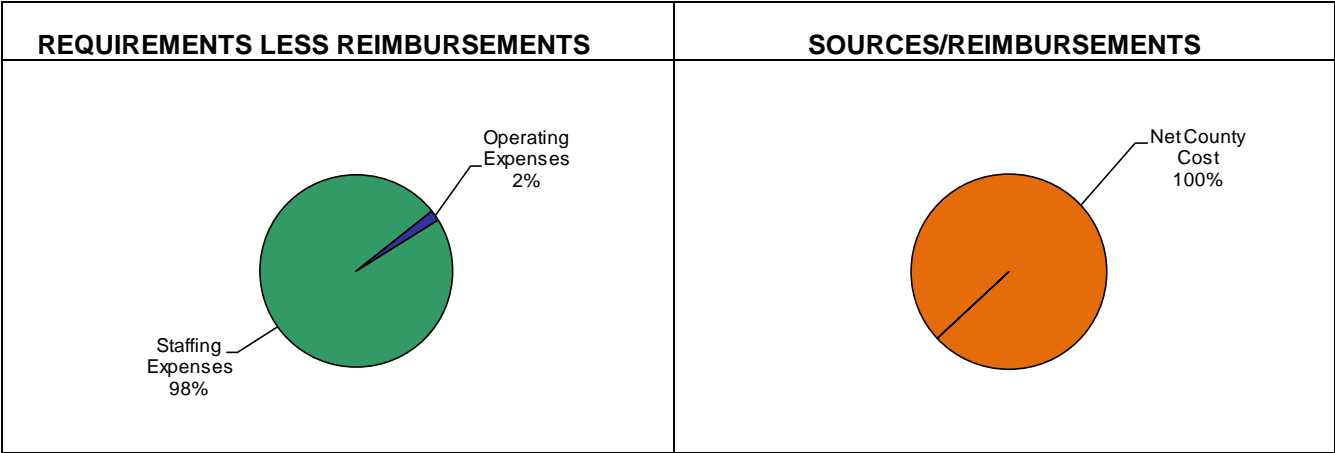
# Unemployment Insurance

## DESCRIPTION OF MAJOR SERVICES

This is a mandated program based upon a 1978 amendment to the California Unemployment Insurance Code extending unemployment insurance benefits to all public employees. Management’s objective for the program is cost containment. Unemployment insurance claims filed by former County employees are monitored, reviewed for eligibility, and challenged when appropriate to prevent abuse of the program.

| Budget at a Glance               |             |
|----------------------------------|-------------|
| Requirements Less Reimbursements | \$4,000,500 |
| Sources/Reimbursements           | \$0         |
| Net County Cost                  | \$4,000,500 |
| Total Staff                      | 0           |
| Funded by Net County Cost        | 100%        |

## 2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources-Unemployment Insurance  
FUND: General

BUDGET UNIT: AAA UNI  
FUNCTION: General  
ACTIVITY: Personnel

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 4,453,787         | 2,733,810         | 2,606,973         | 3,414,868           | 3,928,714                     | 3,929,100                        | 386  |
| Operating Expenses      | 49,477            | 46,253            | 42,403            | 71,786              | 71,786                        | 71,400                           | (386)  |
| Capital Expenditures    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 4,503,264         | 2,780,063         | 2,649,376         | 3,486,654           | 4,000,500                     | 4,000,500                        | 0  |
| Reimbursements          | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation     | 4,503,264         | 2,780,063         | 2,649,376         | 3,486,654           | 4,000,500                     | 4,000,500                        | 0  |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 4,503,264         | 2,780,063         | 2,649,376         | 3,486,654           | 4,000,500                     | 4,000,500                        | 0  |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Other Revenue           | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Revenue           | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Net County Cost         | 4,503,264         | 2,780,063         | 2,649,376         | 3,486,654           | 4,000,500                     | 4,000,500                        | 0  |
| Budgeted Staffing*      | 0                 | 0                 | 0                 | -                   | 0                             | 0                                | 0  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$3.9 million represent the amount available for unemployment claims projected to be paid during 2015-16. Operating expenses of \$71,400 represent the quarterly payment to the vendor that administers the unemployment insurance claims, as well as transfers for internal staffing expenses for administration of the program.

## BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in this budget unit.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$3.9 million do not fund any positions. As mentioned above, staffing expenses represent the amount available for unemployment claims.



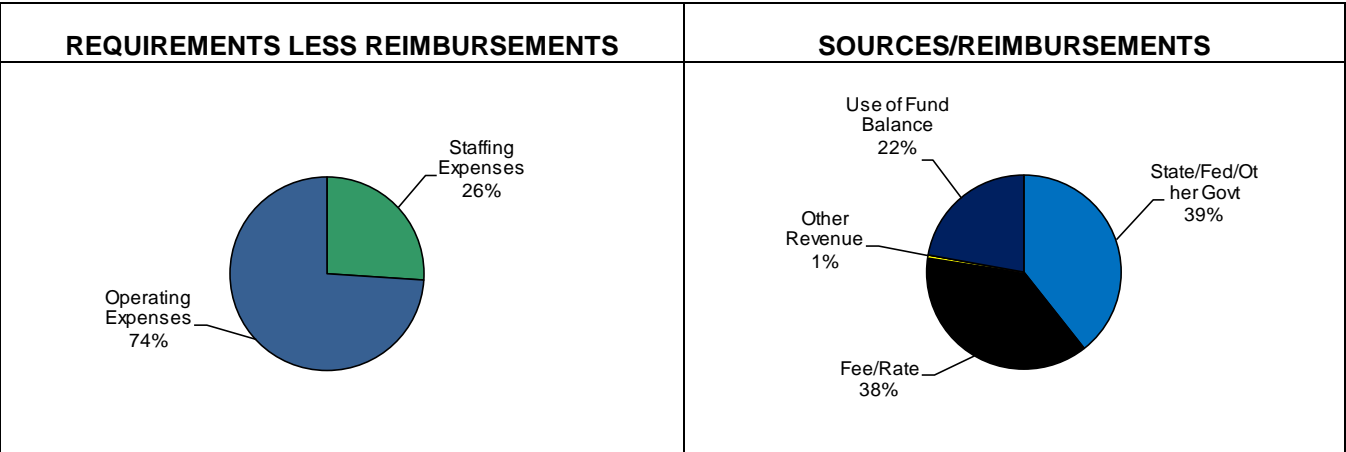
## Commuter Services

### DESCRIPTION OF MAJOR SERVICES

The Commuter Services budget unit was established to account for funds received under the AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department of Motor Vehicles collects fees and remits amounts to the appropriate Air Quality Management District (AQMD) for vehicles registered within the district. This budget unit receives AB 2766 funding from both the South Coast Air Quality Management District (SCAQMD) and the Mojave Desert Air Quality Management District (MDAQMD).

| Budget at a Glance                     |           |
|--|-----------|
| Requirements Less Reimbursements       | \$945,780 |
| Sources/Reimbursements                 | \$736,150 |
| Use of/ (Contribution to) Fund Balance | \$209,630 |
| Total Staff                            | 3         |

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: Commuter Services

BUDGET UNIT: SDF HRD  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

|   | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|---|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                       | 181,024           | 206,185           | 246,455           | 241,673             | 250,613                       | 246,271                          | (4,342)                                      |
| Operating Expenses                      | 474,017           | 487,889           | 397,331           | 442,147             | 705,207                       | 699,509                          | (5,698)                                      |
| Capital Expenditures                    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority                     | 655,041           | 694,074           | 643,786           | 683,820             | 955,820                       | 945,780                          | (10,040)                                     |
| Reimbursements                          | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation                     | 655,041           | 694,074           | 643,786           | 683,820             | 955,820                       | 945,780                          | (10,040)                                     |
| Operating Transfers Out                 | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements                      | 655,041           | 694,074           | 643,786           | 683,820             | 955,820                       | 945,780                          | (10,040)                                     |
| <b>Sources</b>                          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                 | 275,958           | 306,639           | 371,537           | 293,700             | 293,700                       | 372,400                          | 78,700                                       |
| Fee/Rate                                | 374,672           | 386,066           | 297,028           | 282,013             | 425,000                       | 360,000                          | (65,000)                                     |
| Other Revenue                           | 5,151             | 5,429             | 2,378             | 2,840               | 3,750                         | 3,750                            | 0  |
| Total Revenue                           | 655,781           | 698,134           | 670,943           | 578,553             | 722,450                       | 736,150                          | 13,700                                       |
| Operating Transfers In                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources                 | 655,781           | 698,134           | 670,943           | 578,553             | 722,450                       | 736,150                          | 13,700                                       |
| <b>Fund Balance</b>                     |                   |                   |                   |                     |                               |                                  |  |
| Use of / (Contribution to) Fund Balance | (740)             | (4,060)           | (27,157)          | 105,267             | 233,370                       | 209,630                          | (23,740)                                     |
| Available Reserves                      |                   |                   |                   |                     | 616,771                       | 535,244                          | (81,527)                                     |
| Total Fund Balance                      |                   |                   |                   |                     | 850,141                       | 744,874                          | (105,267)                                    |
| Budgeted Staffing*                      | 3                 | 3                 | 3                 | 3                   | 3                             | 3                                | 0  |

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$699,509 make up the majority of the expenditures within this budget unit. These expenses include charges for operating vanpools, and other ride share programs. Sources of \$736,150 include payroll deductions from employees participating in rideshare programs, as well as funds received from the Air Quality Management Districts.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements for 2015-16 will for the most part remain unchanged from the prior year. Revenue is increasing slightly as a result of an increase in funds from the Air Quality Management Districts.

## ANALYSIS OF FUND BALANCE

Fund balance of \$209,630 will be used for one-time expenditures that promote and encourage transportation alternatives to County employees including program incentives (gas cards, raffles), rideshare luncheon events, commuter events (bike to work, dump the pump) and transit subsidies.

## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

|                   | 2014-15<br>Modified Staffing | Adds | Deletes | Re-Orgs | 2015-16<br>Recommended | Limited | Regular |
|-------------------|------------------------------|------|---------|---------|------------------------|---------|---------|
| Division          |                              |      |         |         |                        |         |         |
| Commuter Services | 3                            | 0    | 0       | 0       | 3                      | 0       | 3       |
| Total             | 3                            | 0    | 0       | 0       | 3                      | 0       | 3       |

\*Detailed classification listing available in Appendix D



## **STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$246,271 fund 3 budgeted regular positions. There are no staffing changes in this budget unit.



## Employee Benefits and Services

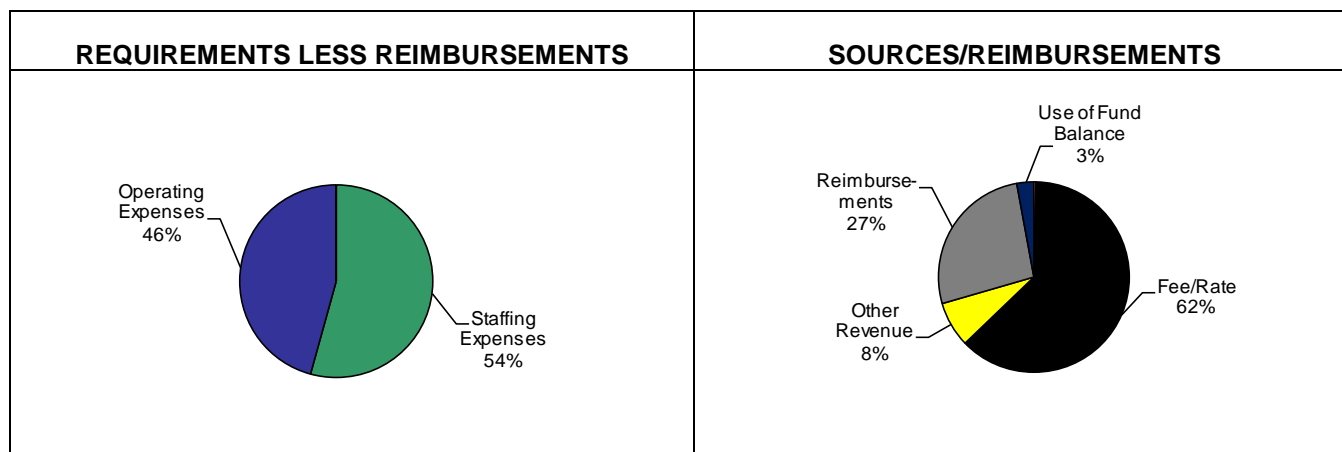
### DESCRIPTION OF MAJOR SERVICES

Employee Benefits and Services, under the direction of the Human Resources Department, administers the County's health, dental, vision, and life insurance plans as well as its integrated leave programs.

#### Budget at a Glance

|  |             |
|--|-------------|
| Requirements Less Reimbursements       | \$4,720,918 |
| Sources/Reimbursements                 | \$4,584,897 |
| Use of/ (Contribution to) Fund Balance | \$136,021   |
| Total Staff                            | 31          |

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: Employee Benefits and Services

BUDGET UNIT: SDG HRD  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

|   | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|---|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                       | 2,419,254         | 2,375,534         | 2,505,545         | 2,354,994           | 2,609,955                     | 2,563,004                        | (46,951)                                     |
| Operating Expenses                      | 1,743,437         | 1,516,799         | 1,556,527         | 1,944,516           | 2,067,597                     | 2,157,914                        | 90,317                                       |
| Capital Expenditures                    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority                     | 4,162,691         | 3,892,333         | 4,062,072         | 4,299,510           | 4,677,552                     | 4,720,918                        | 43,366                                       |
| Reimbursements                          | (1,192,760)       | (1,262,986)       | (1,269,285)       | (1,249,713)         | (1,252,713)                   | (1,255,762)                      | (3,049)                                      |
| Total Appropriation                     | 2,969,931         | 2,629,347         | 2,792,787         | 3,049,797           | 3,424,839                     | 3,465,156                        | 40,317                                       |
| Operating Transfers Out                 | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements                      | 2,969,931         | 2,629,347         | 2,792,787         | 3,049,797           | 3,424,839                     | 3,465,156                        | 40,317                                       |
| <b>Sources</b>                          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                 | 14,419            | 15,145            | 17,597            | 21,071              | 0                             | 15,000                           | 15,000                                       |
| Fee/Rate                                | 2,587,225         | 2,581,807         | 3,065,639         | 2,420,000           | 2,987,135                     | 2,950,135                        | (37,000)                                     |
| Other Revenue                           | 1,024             | 66,983            | (8,266)           | 335,327             | 363,100                       | 364,000                          | 900  |
| Total Revenue                           | 2,602,668         | 2,663,935         | 3,074,970         | 2,776,398           | 3,350,235                     | 3,329,135                        | (21,100)                                     |
| Operating Transfers In                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources                 | 2,602,668         | 2,663,935         | 3,074,970         | 2,776,398           | 3,350,235                     | 3,329,135                        | (21,100)                                     |
| <b>Fund Balance</b>                     |                   |                   |                   |                     |                               |                                  |  |
| Use of / (Contribution to) Fund Balance | 367,263           | (34,588)          | (282,183)         | 273,399             | 74,604                        | 136,021                          | 61,417                                       |
| Available Reserves                      |                   |                   |                   |                     | 815,897                       | 481,081                          | (334,816)                                    |
| Total Fund Balance                      |                   |                   |                   |                     | 890,501                       | 617,102                          | (273,399)                                    |
| Budgeted Staffing*                      | 30                | 28                | 30                | 31                  | 31                            | 31                               | 0  |

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses of \$2.6 million make up the majority of the department's requirements within this budget unit. These expenses are necessary to manage the County employee health, dental, vision, life insurance and integrated leave plan benefits. Sources of \$3.3 million primarily represent revenue from administrative fees for managing the employee benefit programs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$40,317 primarily as a result of increased departmental expenditures for the Wellness Program: fitness classes, health club membership reimbursements, various wellness incentives, and application system upgrades for Steps to Success activity online portal. This increase is offset by wellness funding that is reimbursed by the County's healthcare providers, Kaiser Permanente and Blue Shield. Revenue is decreasing by \$21,100 as a result of reduced administrative overhead fees.

## ANALYSIS OF FUND BALANCE

Fund balance of \$136,021 will be used to fund one-time expenditures for the Wellness Program including consulting services, printing/mail services and administrative overhead charges.



## 2015-16 POSITION SUMMARY\*

### 2015-16 Budgeted Staffing

| Division                       | 2014-15<br>Modified Staffing | Adds | Deletes | Re-Orgs | 2015-16<br>Recommended | Limited | Regular |
|--------------------------------|------------------------------|------|---------|---------|------------------------|---------|---------|
| Employee Benefits and Services | 31                           | 1    | -1      |         | 31                     | 1       | 30      |
| Total                          | 31                           | 1    | -1      | 0       | 31                     | 1       | 30      |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.6 million fund 31 budgeted positions of which 30 are regular positions and 1 is a limited term position. Budgeted staffing changes include the addition of 1 regular Personnel Technician and the deletion of 1 extra help Public Service Employee. In addition, the budget includes the reclassification of a vacant Staff Analyst II to Human Resources Analyst I.



## INFORMATION SERVICES DEPARTMENT

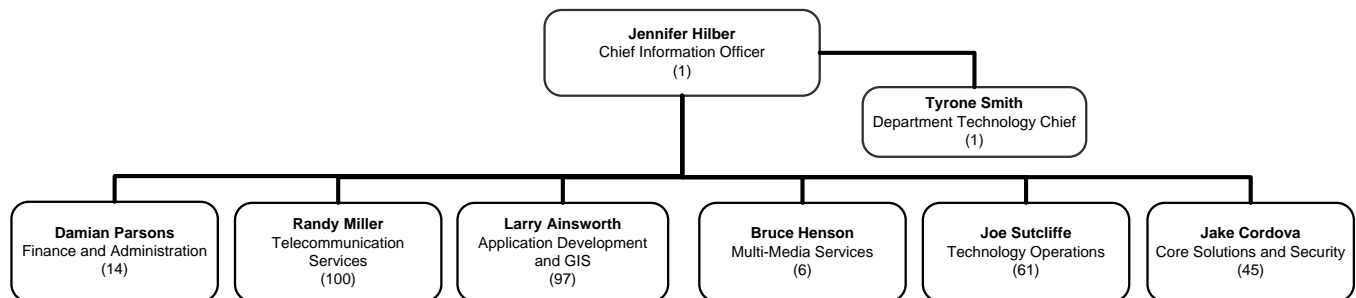
### Jennifer Hilber

#### DEPARTMENT MISSION STATEMENT

*The Information Services Department provides contemporary, innovative, secure and accessible technology in computer, media and communication services in the most cost effective manner, enabling departments and agencies to accomplish the mission of San Bernardino County.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

|                               | 2015-16      |            |                 |   |   |          |
|-------------------------------|--------------|------------|-----------------|---|---|----------|
|                               | Requirements | Sources    | Net County Cost | Use of / (Contribution to) Fund Balance | Use of / (Contribution to) Net Position | Staffing |
| <b>General Fund</b>           |              |            |                 |   |   |          |
| GIS & Multi-Media Services    | 2,387,498    | 216,872    | 2,170,626       |   |   | 15       |
| Total General Fund            | 2,387,498    | 216,872    | 2,170,626       |   |   | 15       |
| <b>Internal Service Funds</b> |              |            |                 |   |   |          |
| Computer Operations           | 28,400,551   | 25,814,858 |                 |   | 2,585,693                               | 122      |
| Telecommunications Services   | 34,871,794   | 29,533,178 |                 |   | 5,338,616                               | 100      |
| Application Development       | 14,188,908   | 14,384,565 |                 |   | (195,657)                               | 88       |
| Total Internal Service Funds  | 77,461,253   | 69,732,601 |                 |   | 7,728,652                               | 310      |
| <b>Total - All Funds</b>      | 79,848,751   | 69,949,473 | 2,170,626       | 0                                       | 7,728,652                               | 325      |

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Upgraded data center network capacity to accommodate the expansion of the server infrastructure.
- Completed the upgrade of 6 mountain location radio sites to digital capable as part of the Public Safety Radio System upgrade project.
- Implemented a Countywide fee development and tracking application.
- Implemented a Countywide contracts tracking system.
- Implemented an enterprise content management system called FileNet.





## DEPARTMENT PERFORMANCE MEASURES

| COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER                   |  | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
|---|--|---|----------------|----------------|--------------|----------------|
| OBJECTIVE   | available technology, unify platforms and move toward a standardized enterprise approach.  | Percentage of current year's task for migration to VOIP technology completed. | 75%            | 100%           | 100%         | 100%           |
| STRATEGY  | Unify the County's enterprise telecommunication services by improving functionality and supportability. For 2015-16, implement year three of a seven year project to convert 14% (2,899) of all County telephones to Voice Over Internet Protocol (VOIP) technology. |   |                |                |              |                |
| COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER                   |  | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE   | available technology, unify platforms and move toward a standardized enterprise approach.  | Percentage scheduled uptime availability for Data Center.                     | 100%           | 100%           | 100%         | 100%           |
| STRATEGY  | To provide a high availability Data Center infrastructure to house critical equipment that supports the County's mission.  |   |                |                |              |                |
| COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER                   |  | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE   | available technology, unify platforms and move toward a standardized enterprise approach.  | Percentage scheduled uptime availability for WAN                              | N/A            | 100%           | 100%         | 100%           |
| STRATEGY  | To provide a high availability and secure Wide Area Network (WAN) infrastructure for efficient and secure transmission of County data that supports the County's mission.  |   |                |                |              |                |
| COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS |  | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE   | available technology, unify platforms and move toward a standardized enterprise approach.  | Percentage of current year's task for the 800 MHz system upgrade completed.   | N/A            | 100%           | 100%         | 100%           |
| STRATEGY  | To improve public safety by upgrading the County's 800 MHz Public Safety radio system to digitally capable. The workplan for 2015-16 is to complete the upgrade of the County's microwave network and conversion of subscriber radio fleets to operate digitally.    |   |                |                |              |                |



## GIS & Multi-Media Services

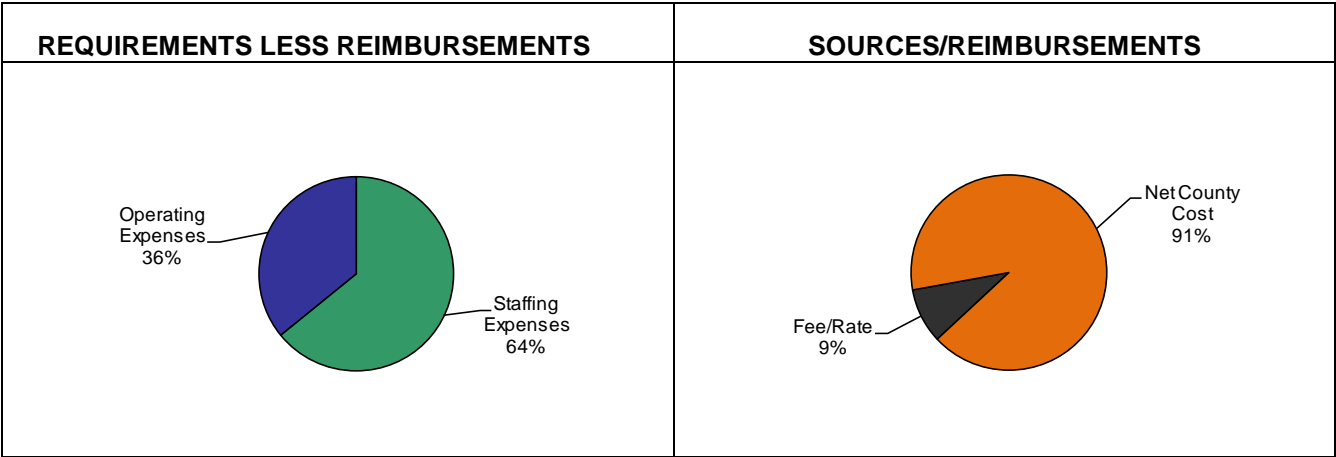
### DESCRIPTION OF MAJOR SERVICES

ISD's Geographical Information System (GIS) team provides products and services to all GIS stakeholders including County departments and other regional government entities. The County frequently uses GIS aerial imagery to readily respond with accurate information to daily requests and emergency situations as needed. The County's populated areas and landscapes change from year to year resulting in necessary updates to GIS data. This data is collected by aerial photography taken by flyovers of the County. ISD is working to identify or develop metrics to allow for the costs to maintain and support GIS to be recovered via a billable rate similar to other County enterprise computer systems.

| Budget at a Glance               |             |
|----------------------------------|-------------|
| Requirements Less Reimbursements | \$2,387,498 |
| Sources/Reimbursements           | \$216,872   |
| Net County Cost                  | \$2,170,626 |
| Total Staff                      | 15          |
| Funded by Net County Cost        | 91%         |

ISD's Multimedia Services (MMA) provides support to the Clerk of the Board for Board of Supervisor meetings that typically occur on a bi-weekly basis. The division also supports other types of meetings including, but not limited to, Assessment Appeal Hearings, Planning Commission, Board Committee meetings, and other general meetings. A major upgrade of the Board Chamber's audio-visual equipment is planned for next year.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: General

BUDGET UNIT: AAA ISD  
FUNCTION: General  
ACTIVITY: Other General

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 10,761,155        | 11,342,860        | 11,854,023        | 1,172,269           | 1,412,144                     | 1,523,999                        | 111,855                                      |
| Operating Expenses      | 2,391,989         | 3,347,472         | 3,015,090         | 825,211             | 966,974                       | 852,499                          | (114,475)                                    |
| Capital Expenditures    | 17,679            | 16,141            | 0                 | 0                   | 0                             | 11,000                           | 11,000                                       |
| Total Exp Authority     | 13,170,823        | 14,706,473        | 14,869,113        | 1,997,480           | 2,379,118                     | 2,387,498                        | 8,380  |
| Reimbursements          | (98,395)          | (24,960)          | (24,998)          | 0                   | 0                             | 0                                | 0  |
| Total Appropriation     | 13,072,428        | 14,681,513        | 14,844,115        | 1,997,480           | 2,379,118                     | 2,387,498                        | 8,380  |
| Operating Transfers Out | 2,032,392         | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 15,104,820        | 14,681,513        | 14,844,115        | 1,997,480           | 2,379,118                     | 2,387,498                        | 8,380  |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 7,977,209         | 7,059,395         | 12,873,763        | 227,915             | 216,872                       | 216,872                          | 0  |
| Other Revenue           | 0                 | 125,528           | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Revenue           | 7,977,209         | 7,184,923         | 12,873,763        | 227,915             | 216,872                       | 216,872                          | 0  |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 7,977,209         | 7,184,923         | 12,873,763        | 227,915             | 216,872                       | 216,872                          | 0  |
| Net County Cost         | 7,127,611         | 7,496,590         | 1,970,352         | 1,769,565           | 2,162,246                     | 2,170,626                        | 8,380  |
| Budgeted Staffing*      | 91                | 94                | 100               | 13                  | 13                            | 15                               | 2  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures for 2015-16 include staffing expenses which account for the majority of the requirements in this budget and are necessary to provide GIS and MMA services. Sources of \$216,872 are comprised of Board of Supervisor's approved fee/rate revenue for Street Network Subscriptions and tract maps.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$8,380 primarily due to increased staffing expenses resulting from the addition of 1 Systems Development Division Chief and 1 Multimedia Coordinator to align positions and assigned functions with the appropriate division. These increases are offset by a decrease in operating expenses primarily due to a decrease in transfers out.

## 2015-16 POSITION SUMMARY\*

| Division                        | 2014-15<br>Modified Staffing | Adds | Deletes | Reorgs | 2015-16<br>Recommended | Limited | Regular |
|---------------------------------|------------------------------|------|---------|--------|------------------------|---------|---------|
| Geographic Information Services | 9                            | 0    | 0       | 0      | 9                      | 0       | 9       |
| Multi Media Services            | 4                            | 2    | 0       | 0      | 6                      | 0       | 6       |
| Total                           | 13                           | 2    | 0       | 0      | 15                     | 0       | 15      |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.5 million fund 15 budgeted regular positions. Changes in budgeted staffing include the addition of 1 Systems Development Division Chief and 1 Multimedia Coordinator to better align with the positions and functions with assigned divisions.



## Computer Operations

### DESCRIPTION OF MAJOR SERVICES

The Computer Operations Division (Division) provides enterprise data center services and a portion of the County's communications services to County departments on a 24/7 basis. The Division is comprised of three sections: Finance and Administration, Technology Operations and Core Solutions, and Security. This budget unit is an internal service fund, which allows for net assets available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets and capital improvement projects.

#### Budget at a Glance

|   |              |
|---|--------------|
| Requirements Less Reimbursements        | \$37,529,716 |
| Sources/Reimbursements                  | \$34,944,023 |
| Use of / (Contribution To) Net Position | \$2,585,693  |
| Total Staff                             | 122          |

Finance and Administration provides support to the entire Information Services Department (ISD) for processes related to budget, contract administration, rate/fee development, accounts payable, and accounts receivable.

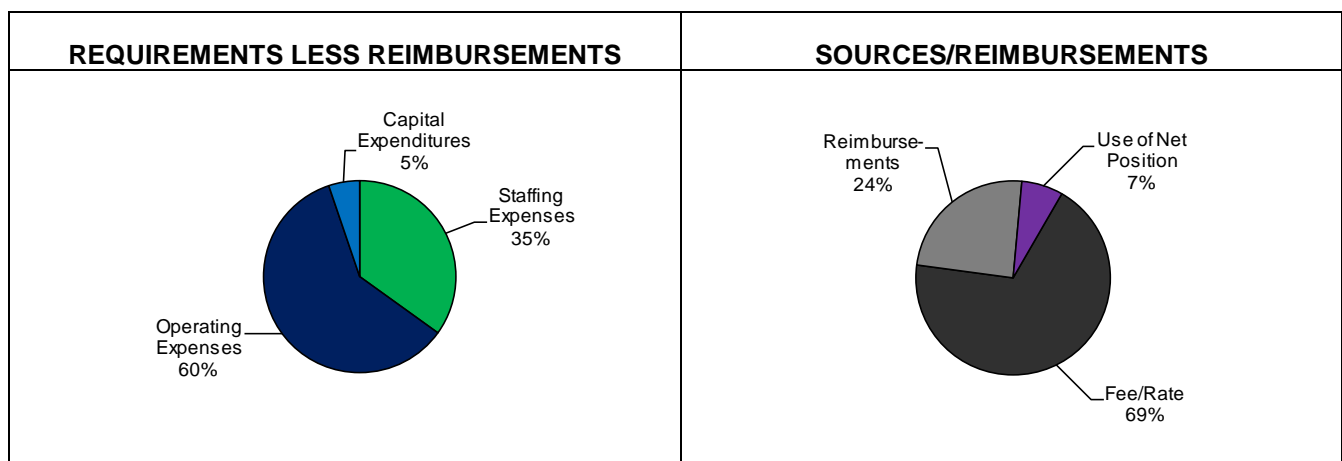
Technology Operations provides for the design, operation, maintenance and administration of the County's Enterprise Data Center which supports the County's enterprise server and includes server management for physical and virtual servers, integrated document imaging infrastructure for digitizing paper records, and print operations for bulk printing functions required by the County.

Core Solutions and Security provides the County with global email, security direction and technology policies and procedures, handles service requests and technical services that support desktop communications and functions across the County, and assists departments in ensuring that their technology and business objectives are achieved.

Two major projects for the Computer operations division for 2015-16 are:

- The migration of the ISD enterprise email system to the latest Microsoft email platform to accommodate growth demands in service.
- The expansion of the disaster recovery infrastructure and capacity at the High Desert Government Center increasing the post disaster availability of a number of critical systems and services.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: Computer Operations

BUDGET UNIT: IAJ ALL  
FUNCTION: General  
ACTIVITY: Computer Services

|  | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|--|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                    |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                      | 12,902,333        | 12,575,414        | 13,131,887        | 12,314,794          | 13,386,443                    | 13,112,041                       | (274,402)                                    |
| Operating Expenses                     | 16,935,909        | 15,754,173        | 15,093,589        | 16,480,074          | 19,534,728                    | 22,458,675                       | 2,923,947                                    |
| Capital Expenditures                   | 2,881,538         | 1,992,759         | 2,280,292         | 1,814,094           | 2,360,501                     | 1,959,000                        | (401,501)                                    |
| Total Exp Authority                    | 32,719,780        | 30,322,346        | 30,505,768        | 30,608,962          | 35,281,672                    | 37,529,716                       | 2,248,044                                    |
| Reimbursements                         | (9,355,319)       | (9,906,552)       | (7,885,881)       | (9,045,441)         | (8,277,623)                   | (9,129,165)                      | (851,542)                                    |
| Total Appropriation                    | 23,364,461        | 20,415,794        | 22,619,887        | 21,563,521          | 27,004,049                    | 28,400,551                       | 1,396,502                                    |
| Operating Transfers Out                | 1,017,913         | 584,079           | (214,539)         | 0                   | 0                             | 0                                | 0  |
| Total Requirements                     | 24,382,374        | 20,999,873        | 22,405,348        | 21,563,521          | 27,004,049                    | 28,400,551                       | 1,396,502                                    |
| <b>Sources</b>                         |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                            | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                               | 20,701,019        | 19,077,053        | 21,401,742        | 21,678,155          | 21,973,042                    | 25,814,858                       | 3,841,816                                    |
| Other Revenue                          | 0                 | 82,711            | 30,753            | 0                   | 0                             | 0                                | 0  |
| Total Revenue                          | 20,701,019        | 19,159,764        | 21,432,495        | 21,678,155          | 21,973,042                    | 25,814,858                       | 3,841,816                                    |
| Operating Transfers In                 | 0                 | 133,300           | 0                 | 0                   | 289,905                       | 0                                | (289,905)                                    |
| Total Sources                          | 20,701,019        | 19,293,064        | 21,432,495        | 21,678,155          | 22,262,947                    | 25,814,858                       | 3,551,911                                    |
| <b>Net Position</b>                    |                   |                   |                   |                     |                               |                                  |  |
| Use of/ (Contribution to) Net Position | 3,681,355         | 1,706,809         | 972,853           | (114,634)           | 4,741,102                     | 2,585,693                        | (2,155,409)                                  |
| Est. Net Position Available            |                   |                   |                   |                     | 1,693,335                     | 3,963,378                        | 2,270,043                                    |
| Total Net Position                     |                   |                   |                   |                     | 6,434,437                     | 6,549,071                        | 114,634                                      |
| Budgeted Staffing*                     | 130               | 122               | 117               | 120                 | 120                           | 122                              | 2  |

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures for 2015-16 include staffing expenses and operating expenses. Staffing expenses of \$13.1 million are necessary to provide support for the County's mainframe and other servers, data storage and replication, and technical services that support the wireless device infrastructure. Operating expenses of \$22.5 million include \$9.7 million in services and supplies for computer software, application development support and maintenance, and equipment maintenance; and transfers out of \$9.8 million to fund capital improvement projects, internal cost allocation, and costs associated with shared positions.

Sources of \$25.8 million are comprised of Board of Supervisor's approved fee/rate revenue for central computer and other information technology services paid by County departments, Board-Governed Special Districts, and County Service Areas.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$1.4 million primarily due to increase in application development support services for the EMACS payroll system and the elimination of County department reimbursements for various software license expenses.

Sources are increasing by \$3.6 million due to service rate and customer utilization increases and cost recovery for customer enterprise licensing requirements previously reimbursed as transfers to ISD.



## ANALYSIS OF NET POSITION

Beginning net position for 2015-16 is \$6.5 million and available net position is \$4.0 million which reflects a use of net position of \$2.6 million for one-time funding for Capital Improvement Projects and fixed asset requirements. This budget unit recovers \$1.3 million in depreciation via service rates to contribute to net assets to cover replacement of fixed assets. Any surplus of revenues received in excess of expenditures are contributed to net assets to fund future one-time capital improvement expenditures and fixed assets requirements.

### 2015-16 POSITION SUMMARY\*

| Division                    | 2014-15<br>Modified Staffing | Adds | Deletes | Re-Orgs | 2015-16<br>Recommended | Limited | Regular |
|-----------------------------|------------------------------|------|---------|---------|------------------------|---------|---------|
| Enterprise Processing       | 21                           | 3    | -1      | 3       | 26                     | 0       | 26      |
| Central Imaging             | 11                           | 0    | 0       | -3      | 8                      | 0       | 8       |
| Finance and Administration  | 15                           | 1    | -2      | 2       | 16                     | 0       | 16      |
| EMACS Support               | 1                            | 0    | 0       | 0       | 1                      | 0       | 1       |
| Enterprise Printing         | 7                            | 0    | 0       | -2      | 5                      | 0       | 5       |
| Server Management           | 20                           | 2    | -2      | 1       | 21                     | 0       | 21      |
| Core Solutions and Security | 45                           | 2    | -1      | -1      | 45                     | 0       | 45      |
| Total                       | 120                          | 8    | -6      | 0       | 122                    | 0       | 122     |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$13.1 million fund 122 budgeted regular positions. Changes in budgeted staffing include the addition of the following 8 regular budgeted positions to address an increased workload related to infrastructure, enterprise server, and desktop support services:

- 1 Information Systems Manager
- 2 Systems Support Analyst II
- 2 Systems Support Analyst III
- 1 IT Technical Assistant
- 1 System Support Supervisor
- 1 Computer Operator III

In addition to the staffing increases above, the following 6 regular positions were deleted to align positions and assigned functions with the appropriate division and as a result of an assessment of the Division's workload:

- 1 Business Application Manager
- 1 Systems Development Division Chief
- 1 Computer Facilities Specialist
- 2 Programmer Analyst III
- 1 Systems Development Team Leader

Lastly, 2 Product Specialist positions are being reclassified to 2 Application Specialist positions to reflect the assigned responsibilities and duties of the positions.



## Telecommunication Services

### DESCRIPTION OF MAJOR SERVICES

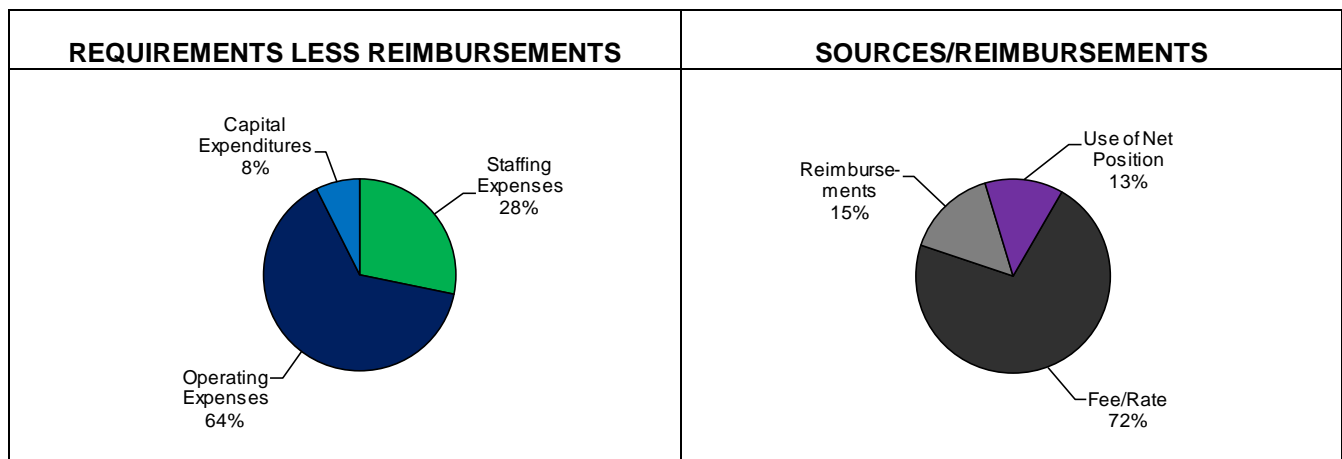
The Telecommunication Services Division (Division) provides for the design, operation, maintenance, and administration of the County's telecommunication phone network; the County's Regional Public Safety Radio System that integrates all Countywide sheriff, police, and fire emergency radio dispatch capabilities; paging system; and the Wide Area Network (WAN) that securely joins County users together for the efficient use of technology. The Division manages the County's microwave system that provides transport capabilities for each of the individual systems listed above. This budget unit is an internal service fund, which allows for net assets available at fiscal year-end to be carried over to the next fiscal year to be used as working capital or for replacement of fixed assets and capital improvement projects.

| Budget at a Glance                      |              |
|---|--------------|
| Requirements Less Reimbursements        | \$41,112,337 |
| Sources/Reimbursements                  | \$35,773,721 |
| Use of / (Contribution To) Net Position | \$5,338,616  |
| Total Staff                             | 100          |

The County's Regional Public Safety Radio System is in the process of being upgraded. Ongoing discretionary general funding of \$17.9 million continues to be allocated for the upgrade project. The estimated cost of the project is \$158.2 million. \$84.0 million has been funded to date and an additional \$26.4 million is funded in 2015-16. Approximately \$47.5 million has been expended to date. The County has received and deployed radio equipment from Motorola at various sites. The primary focus of this project for 2015-16 will be to receive and install microwave equipment to complete the upgrade of the microwave system portion of the project.

Other initiatives for the Division are to upgrade the WAN backbone infrastructure to increase bandwidth to accommodate additional web-based applications such as the new Financial Accounting and Land Use enterprise systems.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: Telecommunication Services

BUDGET UNIT: IAM ALL  
FUNCTION: General  
ACTIVITY: Telephone and Radio Services

|  | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|--|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                    |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                      | 9,359,269         | 9,566,422         | 9,783,573         | 10,078,524          | 11,349,808                    | 11,609,629                       | 259,821                                      |
| Operating Expenses                     | 17,628,456        | 18,582,267        | 21,593,329        | 20,469,890          | 21,625,001                    | 26,457,708                       | 4,832,707                                    |
| Capital Expenditures                   | 3,458,037         | 3,778,000         | 2,716,351         | 2,746,867           | 3,550,000                     | 3,045,000                        | (505,000)                                    |
| Total Exp Authority                    | 30,445,762        | 31,926,689        | 34,093,253        | 33,295,281          | 36,524,809                    | 41,112,337                       | 4,587,528                                    |
| Reimbursements                         | (5,417,235)       | (5,813,558)       | (5,877,488)       | (6,350,924)         | (6,674,976)                   | (6,240,543)                      | 434,433                                      |
| Total Appropriation                    | 25,028,527        | 26,113,131        | 28,215,765        | 26,944,357          | 29,849,833                    | 34,871,794                       | 5,021,961                                    |
| Operating Transfers Out                | 1,028,498         | 205,948           | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements                     | 26,057,025        | 26,319,079        | 28,215,765        | 26,944,357          | 29,849,833                    | 34,871,794                       | 5,021,961                                    |
| <b>Sources</b>                         |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                            | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                | 196,774           | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                               | 22,978,092        | 25,699,407        | 25,919,917        | 27,432,842          | 28,622,266                    | 29,533,178                       | 910,912                                      |
| Other Revenue                          | (17,628)          | 351,500           | 94,531            | 163,354             | 0                             | 0                                | 0  |
| Total Revenue                          | 23,157,238        | 26,050,907        | 26,014,448        | 27,596,196          | 28,622,266                    | 29,533,178                       | 910,912                                      |
| Operating Transfers In                 | 2,032,392         | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Sources                          | 25,189,630        | 26,050,907        | 26,014,448        | 27,596,196          | 28,622,266                    | 29,533,178                       | 910,912                                      |
| <b>Net Position</b>                    |                   |                   |                   |                     |                               |                                  |  |
| Use of/ (Contribution to) Net Position | 867,395           | 268,172           | 2,201,317         | (651,839)           | 1,227,567                     | 5,338,616                        | 4,111,049                                    |
| Est. Net Position Available            |                   |                   |                   |                     | 14,669,139                    | 11,209,929                       | (3,459,210)                                  |
| Total Net Position                     |                   |                   |                   |                     | 15,896,706                    | 16,548,545                       | 651,839                                      |
| Budgeted Staffing*                     | 97                | 92                | 96                | 98                  | 98                            | 100                              | 2  |

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures for 2015-16 include staffing expenses and operating expenses. Staffing expenses of \$11.6 million fund positions that are responsible for the maintenance and administration of the County's telephone network, radio system, paging system, Wide Area Network, and the Countywide microwave system. Operating expenses of \$26.5 million include services and supplies of \$13.5 million for telephone, radio system, WAN, and other communications related costs, including computer software, application development support and maintenance, and equipment maintenance. Also included in operating expenses are transfers out of \$12.2 million to fund capital improvement projects, internal cost allocation, and costs associated with shared positions.

Sources of \$29.5 million include Board of Supervisor's approved fee/rate revenue for services the Division provides, including telephone, wide area network, microwave transport, and radio systems to internal and external departments and agencies.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$5.0 million primarily due to a capital improvement project for additional warehouse space that will include specialty vehicle storage and office space, increased costs for circuit bandwidth capacity from telephone companies and maintenance, and support costs for telephone VOIP equipment and the elimination of County department reimbursements for maintenance and support costs for network equipment.

Sources are increasing by \$910,912 due to service rate and customer utilization increases and cost recovery for customer maintenance and support of network equipment requirements previously reimbursed as transfers to ISD.





## ANALYSIS OF NET POSITION

Beginning net position for 2015-16 is \$16.5 million and available net position is \$11.2 million which reflects the use of net position of \$5.3 million for one-time funding of capital improvement projects and fixed asset requirements. This budget unit recovers \$2.6 million in depreciation via service rates to contribute to net assets to cover replacement of fixed assets. Any surplus of revenues received in excess of expenditures are contributed to net assets to fund future one-time capital improvement expenditures and fixed assets requirements.

### 2015-16 POSITION SUMMARY\*

| Division                     | 2014-15<br>Modified Staffing | Adds | Deletes | Re-Orgs | 2015-16<br>Recommended | Limited | Regular |
|------------------------------|------------------------------|------|---------|---------|------------------------|---------|---------|
| Data Cabling                 | 15                           | 0    | 0       | 0       | 15                     | 0       | 15      |
| Management Services          | 6                            | 0    | 0       | 0       | 6                      | 0       | 6       |
| Transport Operations         | 8                            | 0    | 0       | 0       | 8                      | 0       | 8       |
| Radio Access                 | 18                           | 3    | -1      | 0       | 20                     | 0       | 20      |
| Radio Subscriber Maintenance | 4                            | 0    | -1      | 2       | 5                      | 0       | 5       |
| Time and Materials           | 4                            | 0    | 0       | -2      | 2                      | 0       | 2       |
| Telephone Operations         | 29                           | 1    | 0       | 0       | 30                     | 0       | 30      |
| Wide Area Network            | 8                            | 0    | 0       | 0       | 8                      | 0       | 8       |
| Warehouse Operations         | 6                            | 1    | -1      | 0       | 6                      | 0       | 6       |
| Total                        | 98                           | 5    | -3      | 0       | 100                    | 0       | 100     |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$11.6 million fund 100 net budgeted regular positions. Changes in budgeted staffing include the addition of the following 5 regular budgeted positions due to an increased workload for telecommunication projects, radio repair and installation, radio services, and warehouse operations:

- 1 Telecommunications Engineer II
- 1 Communications Technician I
- 1 800 MHz Analyst
- 1 System Support Analysts III
- 1 Equipment Parts Specialist I

In addition to the staffing increases above, the following 3 regular positions were deleted to align positions and assigned functions with the appropriate division and as a result of an assessment of the Division's workload:

- 1 Multimedia Coordinator
- 1 Storekeeper
- 1 Network Analyst

Lastly, 3 Network Analyst positions are being reclassified to 3 System Support Analyst III positions to reflect the assigned responsibilities and duties of the positions.



## Application Development

### DESCRIPTION OF MAJOR SERVICES

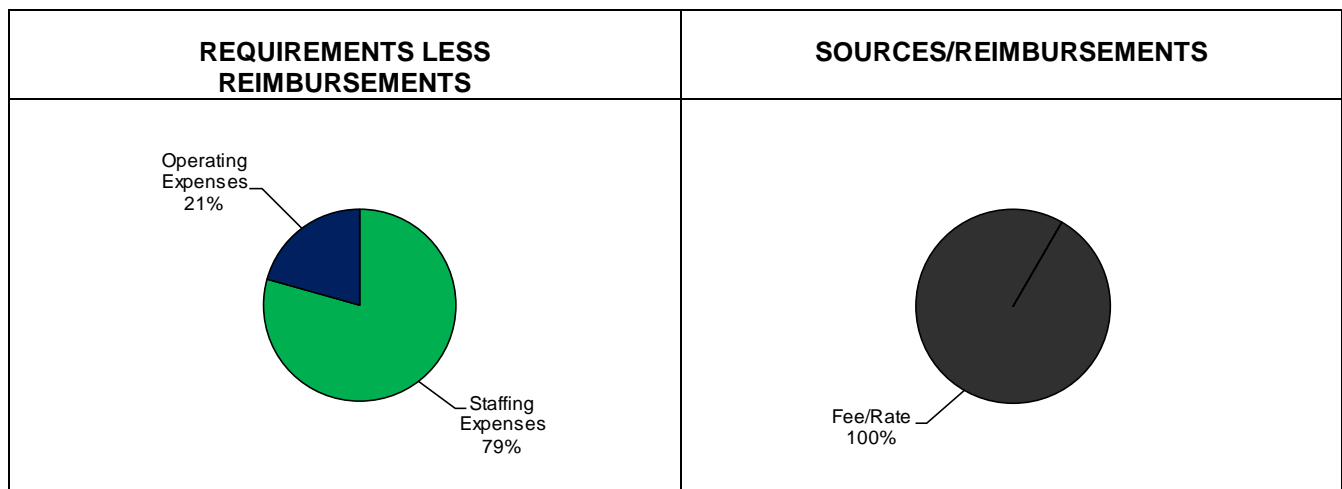
The Application Development division provides support for County departments as they develop, enhance and maintain business applications on a variety of hardware and software platforms. These applications include the County's enterprise accounting, payroll, budget, personnel, document imaging, public websites, and many other business line systems. ISD consults with departments to identify cost effective ways conducting business and often provides process reviews, cost analysis, and overall recommendations in the acquisition and integration of new systems. Large scale information technology projects for the Application Development division next year include continuing the implementation of the new Land Use enterprise system and replacement of the new Financial Accounting System.

#### Budget at a Glance

|   |              |
|---|--------------|
| Requirements Less Reimbursements          | \$14,188,908 |
| Sources/Reimbursements                    | \$14,384,565 |
| Use of / (Contribution To) Net Position** | (\$195,657)  |
| Total Staff                               | 88           |

This budget unit is an internal service fund that primarily provides services to County departments and recovers costs via a billable hourly programming rate.

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Information Services  
FUND: Application Development

BUDGET UNIT: IPD ISD  
FUNCTION: General  
ACTIVITY: Application Development/Support

|  | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|--|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                      |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                        | 0                 | 0                 | 0                 | 10,429,922          | 11,157,918                    | 11,262,419                       | 104,501                                      |
| Operating Expenses                       | 0                 | 0                 | 0                 | 2,796,662           | 2,804,286                     | 2,926,489                        | 122,203                                      |
| Capital Expenditures                     | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority                      | 0                 | 0                 | 0                 | 13,226,584          | 13,962,204                    | 14,188,908                       | 226,704                                      |
| Reimbursements                           | 0                 | 0                 | 0                 | (141,988)           | (355,246)                     | 0                                | 355,246                                      |
| Total Appropriation                      | 0                 | 0                 | 0                 | 13,084,596          | 13,606,958                    | 14,188,908                       | 581,950                                      |
| Operating Transfers Out                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements                       | 0                 | 0                 | 0                 | 13,084,596          | 13,606,958                    | 14,188,908                       | 581,950                                      |
| <b>Sources</b>                           |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                              | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                                 | 0                 | 0                 | 0                 | 13,005,243          | 13,606,958                    | 14,384,565                       | 777,607                                      |
| Other Revenue                            | 0                 | 0                 | 0                 | 3,473               | 0                             | 0                                | 0  |
| Total Revenue                            | 0                 | 0                 | 0                 | 13,008,716          | 13,606,958                    | 14,384,565                       | 777,607                                      |
| Operating Transfers In                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Sources                            | 0                 | 0                 | 0                 | 13,008,716          | 13,606,958                    | 14,384,565                       | 777,607                                      |
| <b>Net Position</b>                      |                   |                   |                   |                     |                               |                                  |  |
| Use of/ (Contribution to) Net Position** | 0                 | 0                 | 0                 | 75,880              | 0                             | (195,657)                        | (195,657)                                    |
| Est. Net Position Available              |                   |                   |                   |                     | 2,000,000                     | 2,119,777                        | 119,777                                      |
| Total Net Position                       |                   |                   |                   |                     | 2,000,000                     | 1,924,120                        | (75,880)                                     |
| Budgeted Staffing*                       | 0                 | 0                 | 0                 | 87                  | 87                            | 88                               | 1  |

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures for 2015-16 include staffing expenses of \$11.3 million which account for the majority of requirements in this budget unit and are necessary to support business systems and applications. Sources of \$14.4 million are comprised of Board of Supervisor's approved fee/rate revenue for maintenance and support of computer applications and systems for County departments and external customers.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$581,950 primarily due to the elimination of reimbursements for programming staff assigned to the Department of Behavioral Health that are no longer needed, reimbursements for internal overhead costs and increases in costs for general liability insurance and desk top support.

Sources are increasing by \$777,607 primarily due to an increase in billable staff and associated billable hours; 2 Programmers previously funded by reimbursements and the new Business Systems Analyst will bill hourly for programming services rendered.

## ANALYSIS OF NET POSITION

Beginning net position for 2015-16 is \$1.9 million and available net position is \$2.1 million which reflects a contribution to net position of \$195,657. The contribution represents anticipated revenues in excess of requirements from billable hours for programming services that is needed to repay the loan from the Telecommunication Services fund (IAM ISD). This loan was established to cover operating expenses for the Application Development ISF, which was created in 2014-15.



**2015-16 POSITION SUMMARY\***

| Division                | 2014-15<br>Modified Staffing | Adds | Deletes | Re-Orgs | 2015-16<br>Recommended | Limited | Regular |
|-------------------------|------------------------------|------|---------|---------|------------------------|---------|---------|
| Application Development | 87                           | 2    | -1      | 0       | 88                     | 0       | 88      |
| Total                   | 87                           | 2    | -1      | 0       | 88                     | 0       | 88      |

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$11.3 million fund 88 net budgeted regular positions. Changes to budgeted staffing include the addition of 2 regular positions comprised of 1 Business Application Manager position to align the position and assigned functions with the appropriate division and 1 Business Systems Analyst position as a result of an assessment of the Division's workload.

In addition to the staffing increases above, 1 Contract Systems Development Team Leader position was deleted as a result of an assessment of the Division's workload.



## PURCHASING DEPARTMENT

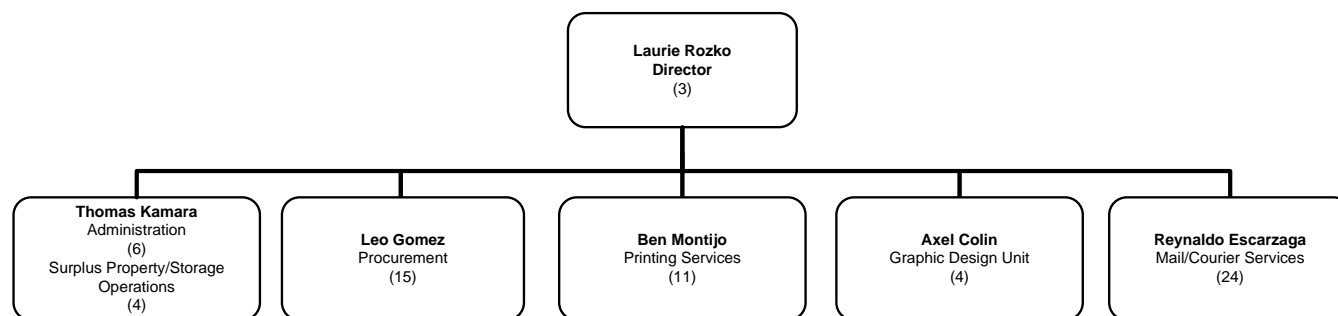
### Laurie Rozko

#### DEPARTMENT MISSION STATEMENT

*The Purchasing Department provides quality goods and services in a timely manner at the best value for County departments.*



#### ORGANIZATIONAL CHART



#### 2015-16 SUMMARY OF BUDGET UNITS

| 2015-16   |                   |                   |                    |  |  |           |
|---|-------------------|-------------------|--------------------|--|--|-----------|
|   | Requirements      | Sources           | Net<br>County Cost | Use of / (Contribution<br>to) Fund Balance | Use of / (Contribution<br>to) Net Position | Staffing  |
| <b>General Fund</b>                               |                   |                   |                    |  |  |           |
| Purchasing (AAA PUR)                              | 2,362,435         | 639,951           | 1,722,484          |  |  | 24        |
| Total General Fund                                | 2,362,435         | 639,951           | 1,722,484          |  |  | 24        |
| <b>Internal Service Funds</b>                     |                   |                   |                    |  |  |           |
| Printing Services (IAG-PUR)                       | 3,651,244         | 3,141,020         |                    |  | 510,224                                    | 15        |
| Surplus Property and Storage Operations (IAV-PUR) | 1,187,445         | 1,223,146         |                    |  | (35,701)                                   | 4         |
| Mail/Courier Services (IAY-PUR)                   | 5,999,648         | 5,692,273         |                    |  | 307,375                                    | 24        |
| Total Internal Service Funds                      | 10,838,337        | 10,056,439        |                    |  | 781,898                                    | 43        |
| <b>Total - All Funds</b>                          | <b>13,200,772</b> | <b>10,696,390</b> | <b>1,722,484</b>   | <b>0</b>                                   | <b>781,898</b>                             | <b>67</b> |

#### 2014-15 MAJOR ACCOMPLISHMENTS

- Achieved additional credentialing through the Universal Public Procurement Certification Council.
- Earned the Award for Excellence in Procurement from the National Procurement Institute.
- Acquired computerized production workflow management software to automate the print shop.
- Continued to streamline cycle time for requisitions and purchase orders related to paperless processing.
- Initiated process analyses that will lead to Countywide RFP curriculum development and training.



## DEPARTMENT PERFORMANCE MEASURES

| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                            |  | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
|--|--|--|-------------------|-------------------|-----------------|-------------------|
| OBJECTIVE  | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.  | NEW  |                   |                   |                 |                   |
| OBJECTIVE  | Ensure that employees know that they and their work are valued.  | Average customer satisfaction on 100% scale                                | N/A               | N/A               | 84%             | 85%               |
| STRATEGY   | Deliver topnotch customer service to internal customers.   |  |                   |                   |                 |                   |
| STRATEGY   | Recognize staff for accomplishments in service delivery.   |  |                   |                   |                 |                   |
| STRATEGY   | Continuously evaluate communication, purchasing services, training, and responsiveness to departments.   |  |                   |                   |                 |                   |
| STRATEGY   | Poll customers for feedback on numerous occasions.   |  |                   |                   |                 |                   |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                            |  | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE  | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.  | Average days purchasing cycle for standard purchase orders up to \$100,000 | 12.2              | 12.5              | 12.4            | 12.0              |
| STRATEGY   | Maintain streamlined cycle times for bids, requisitions, and purchase orders.  |  |                   |                   |                 |                   |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                            |  | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE  | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.  | NEW  |                   |                   |                 |                   |
| STRATEGY   | Maintain streamlined cycle times for bids, requisitions, and purchase orders.  | Average days purchasing cycle for low value purchase orders up to \$7,500  | N/A               | N/A               | 4.0             | 3.5               |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                            |  | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE  | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.  | NEW  |                   |                   |                 |                   |
| STRATEGY   | Maintain streamlined cycle times for bids, requisitions, and purchase orders.  | Average days purchasing cycle to convert requisition to purchase order     | N/A               | N/A               | 2.7             | 2.4               |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                            |  | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE  | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.  | Number of annual aggregate bids to achieve cost or efficiency improvements | 3                 | 5                 | 6               | 8                 |
| STRATEGY   | Create operational efficiencies and cost savings through purchases and programs for multiple departments.  |  |                   |                   |                 |                   |
| COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY |  | Measure  | 2013-14<br>Actual | 2014-15<br>Target | 2014-15<br>Est. | 2015-16<br>Target |
| OBJECTIVE  | Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.   | Average vendor satisfaction on 100% scale                                  | 88%               | 85%               | 85%             | 87%               |
| OBJECTIVE  | Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment. |  |                   |                   |                 |                   |
| STRATEGY   | Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.  |  |                   |                   |                 |                   |
| STRATEGY   | Collaborate with other departments on forums to discuss how to become a vendor for county business.  |  |                   |                   |                 |                   |
| STRATEGY   | Host vendor shows to connect suppliers with county departments and other public agencies in the region.  |  |                   |                   |                 |                   |
| STRATEGY   | Participate in vendor activities that correlate to business success and economic development.  |  |                   |                   |                 |                   |



## DEPARTMENT PERFORMANCE MEASURES CONTINUED

| COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY |  | Measure  | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
|--|--|--|----------------|----------------|--------------|----------------|
| OBJECTIVE  | Utilize County programs and resources to support the local economy, maximize job creation and promote tourism.   | Number of vendor scheduled meetings and vendor interactions for business development | 636            | 400            | 550          | 650            |
| OBJECTIVE  | Provide stable governmental leadership, consistent decision-making and efficient processing to inspire confidence in investors and ensure a business-friendly environment. |  |                |                |              |                |
| STRATEGY   | Maintain a high level of vendor satisfaction with services, access to information, training, and bidding processes.  |  |                |                |              |                |
| STRATEGY   | Collaborate with other departments on forums to discuss how to become a vendor for county business.  |  |                |                |              |                |
| STRATEGY   | Host vendor shows to connect suppliers with county departments and other public agencies in the region.  |  |                |                |              |                |
| STRATEGY   | Participate in vendor activities that correlate to business success and economic development.  |  |                |                |              |                |





Purchasing

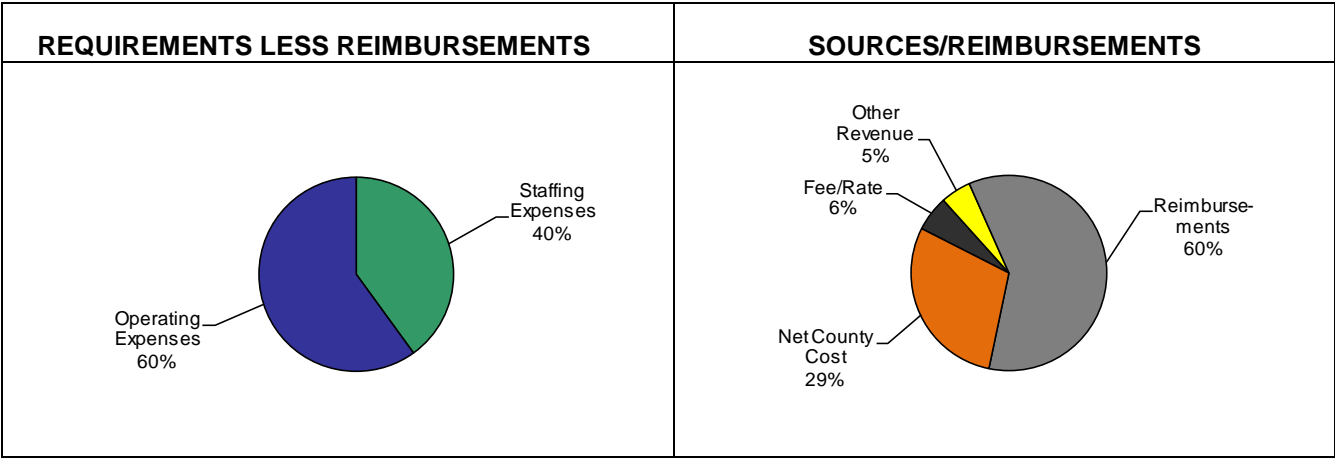
DESCRIPTION OF MAJOR SERVICES

The Purchasing Department provides procurement services, administers contracts, maintains vendor relationships, oversees procurement card program operations, and manages the electronic procurement system. In addition, the department provides in-house printing, mail, surplus property disposition, and storage services which are accounted for in the department’s three internal service funds.

| Budget at a Glance               |             |
|----------------------------------|-------------|
| Requirements Less Reimbursements | \$5,893,848 |
| Sources/Reimbursements           | \$4,171,364 |
| Net County Cost                  | \$1,722,484 |
| Total Staff                      | 24          |
| Funded by Net County Cost        | 29%         |

Purchasing provides these services while offering superior customer service, innovation, ethical and fair treatment, and transparency in the fulfillment of the department’s mission. The department holds itself to the highest professional standards while upholding legal requirements and fiduciary responsibility to the citizens of San Bernardino County.

2015-16 RECOMMENDED BUDGET





## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: General Fund

BUDGET UNIT: AAA PUR  
FUNCTION: General  
ACTIVITY: Finance

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 1,415,614         | 1,536,385         | 1,770,986         | 1,912,965           | 2,099,980                     | 2,354,730                        | 254,750                                      |
| Operating Expenses      | 2,768,866         | 3,342,385         | 2,998,479         | 3,322,292           | 3,331,636                     | 3,529,118                        | 197,482                                      |
| Capital Expenditures    | 162,829           | 56,775            | 110,000           | 0                   | 0                             | 10,000                           | 10,000                                       |
| Total Exp Authority     | 4,347,309         | 4,935,545         | 4,879,465         | 5,235,257           | 5,431,616                     | 5,893,848                        | 462,232                                      |
| Reimbursements          | (3,074,099)       | (2,896,068)       | (2,906,352)       | (3,080,212)         | (3,302,139)                   | (3,531,413)                      | (229,274)                                    |
| Total Appropriation     | 1,273,210         | 2,039,477         | 1,973,113         | 2,155,045           | 2,129,477                     | 2,362,435                        | 232,958                                      |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 1,273,210         | 2,039,477         | 1,973,113         | 2,155,045           | 2,129,477                     | 2,362,435                        | 232,958                                      |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 305,248           | 339,995           | 358,301           | 339,116             | 327,504                       | 344,700                          | 17,196                                       |
| Other Revenue           | 181,799           | 664,862           | (68,635)          | 373,744             | 263,000                       | 295,251                          | 32,251                                       |
| Total Revenue           | 487,047           | 1,004,857         | 289,666           | 712,860             | 590,504                       | 639,951                          | 49,447                                       |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 487,047           | 1,004,857         | 289,666           | 712,860             | 590,504                       | 639,951                          | 49,447                                       |
| Net County Cost         | 786,163           | 1,034,620         | 1,683,447         | 1,442,185           | 1,538,973                     | 1,722,484                        | 183,511                                      |
| Budgeted Staffing*      | 15                | 17                | 20                | 23                  | 23                            | 24                               | 1  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$3.5 million make up the majority of the department's expenditures within this budget unit. These expenses include \$2.9 million for Countywide office supplies which are reimbursed by user departments, and \$257,297 in ongoing expenses for the enterprise electronic procurement system.

Sources of \$639,951 include \$344,700 from the service charge for administering the desktop office supply program and consolidated billing, as well as \$295,251 from various rebate agreements associated with Countywide procurement programs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$232,958 mainly due to the addition of one new budgeted position. The increase of \$197,482 in operating expenses primarily represents an increase in Countywide office supply expenses, with a \$229,274 increase in departmental reimbursements. Sources are increasing by \$49,447 related to rebates.

## 2015-16 POSITION SUMMARY\*

| Division       | 2014-15<br>Modified Staffing | Adds | Deletes | Reorgs | 2015-16<br>Recommended | Limited | Regular |
|----------------|------------------------------|------|---------|--------|------------------------|---------|---------|
| Executive      | 3                            | 0    | 0       | 0      | 3                      | 0       | 3       |
| Administration | 6                            | 0    | 0       | 0      | 6                      | 0       | 6       |
| Procurement    | 14                           | 1    | 0       | 0      | 15                     | 0       | 15      |
| Total          | 23                           | 1    | 0       | 0      | 24                     | 0       | 24      |

\*Detailed classification listing available in Appendix D



## **STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.4 million fund 24 budgeted regular positions. Budgeted staffing expenses have increased by \$254,750 due to increased retirement costs and the addition of a Supervising Buyer in 2015-16 to help more equally distribute increased workload.



## Printing Services

### DESCRIPTION OF MAJOR SERVICES

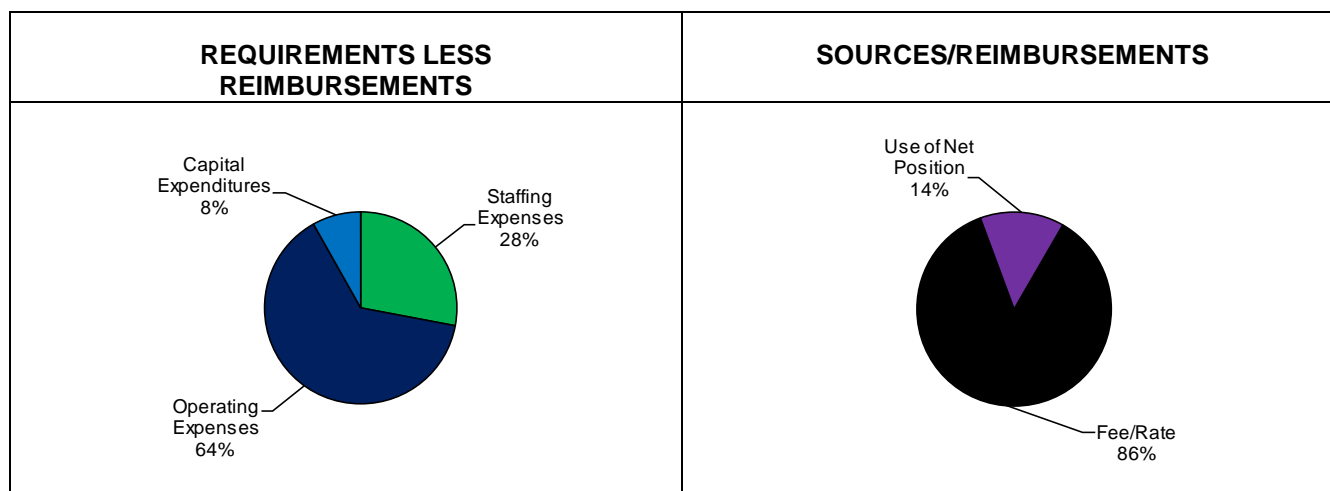
Printing Services designs, prints, and finishes high quality print production materials using the latest technology, and operates three locations for Quick Copy services.

#### Budget at a Glance

|   |             |
|---|-------------|
| Requirements Less Reimbursements        | \$3,651,244 |
| Sources/Reimbursements                  | \$3,141,020 |
| Use of / (Contribution To) Net Position | \$510,224   |
| Total Staff                             | 15          |

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed and incorporated into the rate structure of the following fiscal year.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: Printing Services

BUDGET UNIT: IAG PUR  
FUNCTION: General  
ACTIVITY: Printing Services

|  | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|--|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                    |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                      | 983,869           | 960,732           | 1,019,064         | 983,859             | 1,060,187                     | 1,021,632                        | (38,555)                                     |
| Operating Expenses                     | 2,677,276         | 2,771,793         | 2,739,448         | 2,536,220           | 2,818,016                     | 2,331,452                        | (486,564)                                    |
| Capital Expenditures                   | 19,997            | 52,501            | 94,994            | 724,233             | 732,300                       | 298,160                          | (434,140)                                    |
| Total Exp Authority                    | 3,681,142         | 3,785,026         | 3,853,506         | 4,244,312           | 4,610,503                     | 3,651,244                        | (959,259)                                    |
| Reimbursements                         | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation                    | 3,681,142         | 3,785,026         | 3,853,506         | 4,244,312           | 4,610,503                     | 3,651,244                        | (959,259)                                    |
| Operating Transfers Out                | 27,000            | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements                     | 3,708,142         | 3,785,026         | 3,853,506         | 4,244,312           | 4,610,503                     | 3,651,244                        | (959,259)                                    |
| <b>Sources</b>                         |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                            | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                               | 4,187,887         | 4,232,556         | 4,295,771         | 2,350,819           | 3,261,768                     | 3,141,020                        | (120,748)                                    |
| Other Revenue                          | 0                 | (617,928)         | 7,958             | 4,467               | 4,220                         | 0                                | (4,220)                                      |
| Total Revenue                          | 4,187,887         | 3,614,628         | 4,303,729         | 2,355,286           | 3,265,988                     | 3,141,020                        | (124,968)                                    |
| Operating Transfers In                 | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Sources                          | 4,187,887         | 3,614,628         | 4,303,729         | 2,355,286           | 3,265,988                     | 3,141,020                        | (124,968)                                    |
| <b>Net Position</b>                    |                   |                   |                   |                     |                               |                                  |  |
| Use of/ (Contribution to) Net Position | (479,745)         | 170,398           | (450,223)         | 1,889,026           | 1,344,515                     | 510,224                          | (834,291)                                    |
| Est. Net Position Available            |                   |                   |                   |                     | 1,220,662                     | 165,927                          | (1,054,735)                                  |
| Total Net Position                     |                   |                   |                   |                     | 2,565,177                     | 676,151                          | (1,889,026)                                  |
| Budgeted Staffing*                     | 15                | 14                | 15                | 15                  | 15                            | 15                               | 0  |

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses of \$3.7 million fund the costs of materials, outside printing services, production copiers and equipment maintenance. Capital expenditures of \$298,160 fund various capital improvement projects as well as the purchase of capital assets.

Expenses are charged to County departments and outside agencies through the rates that the department prepares annually.

Sources of \$3.1 million represent projected revenue from rates charged for black and white copies, color copies, graphic design services and outside printing services.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$959,259 primarily due to a reduction in costs associated with outside printing services as a result of more projects being completed in-house with the new printing press. This decrease in cost is offset by decreased revenue. Additionally, the department completed capital expenditures of \$693,300 budgeted last fiscal year.

Sources are decreasing by \$124,968 as a net result of revised lower billable units and a decrease in reimbursements for pass-through costs.

The department completed a process of reducing its retained earnings through lower rates in compliance with Federal OMB 2 CFR 225 working capital guidelines in 2014-15. A change in the billing system to gain efficiencies associated with the installation of a new production management software resulted in less billable printing time offset by a corresponding increase in rates.



## ANALYSIS OF NET POSITION

Net Position is decreasing by \$1.9 million in 2014-15 primarily due to the department's efforts to return excess retained earnings as stipulated by Federal OMB 2 CFR 255. The use of Net Position (\$510,224) in 2015-16 is primarily to fund one-time capital expenditures including several capital improvement projects and equipment purchases which are funded from retained earnings.

### 2015-16 POSITION SUMMARY\*

| Division                  | 2014-15<br>Modified Staffing | Adds | Deletes | Re-Orgs | 2015-16<br>Recommended | Limited | Regular |
|---------------------------|------------------------------|------|---------|---------|------------------------|---------|---------|
| Graphic Design Unit       | 4                            | 0    | 0       | 0       | 4                      | 0       | 4       |
| Quick Copy and Print Shop | 11                           | 0    | 0       | 0       | 11                     | 0       | 11      |
| Total                     | 15                           | 0    | 0       | 0       | 15                     | 0       | 15      |

\*Detailed classification listing available in Appendix D

## STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.0 million fund 15 budgeted regular positions.



## Surplus Property and Storage Operations

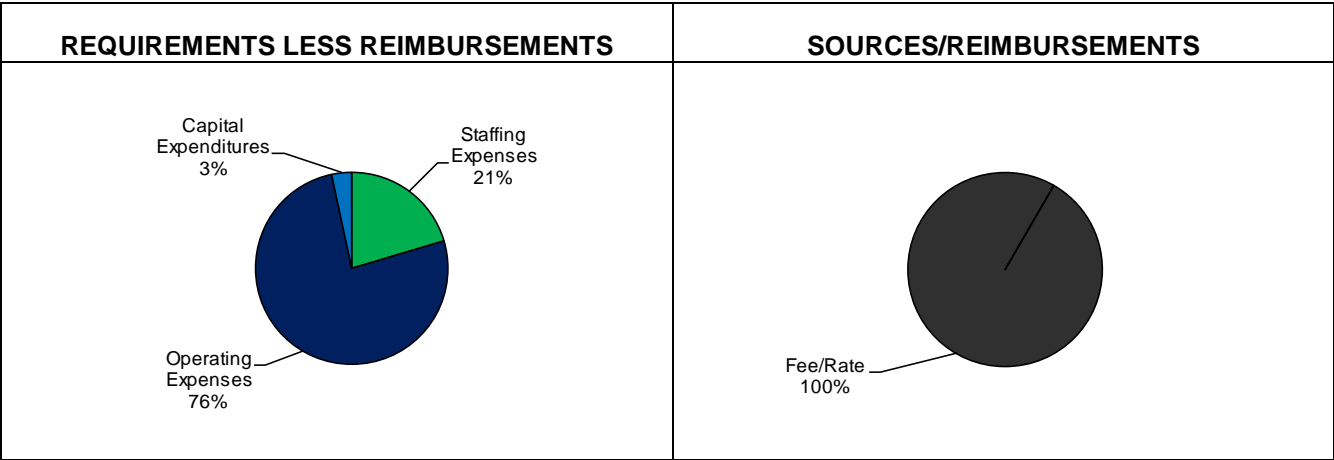
### DESCRIPTION OF MAJOR SERVICES

Surplus Property and Storage Operations manage County storage and excess property, internally reallocating used items to departments, distributing equipment to approved community-based organizations, and contracting with auctioneers and recyclers. Detailed reporting is required under County policy and state law.

| Budget at a Glance                        |             |
|---|-------------|
| Requirements Less Reimbursements          | \$1,187,445 |
| Sources/Reimbursements                    | \$1,223,146 |
| Use of / (Contribution To) Net Position** | (\$35,701)  |
| Total Staff                               | 4           |

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through a 0.75% rate assessed on purchases of commodities frequently received at Surplus Property and by user rates for Storage Operations. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement. Any excess or shortage in fund balance is reviewed and incorporated into the rate structure for the following fiscal year.

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: Surplus

BUDGET UNIT: IAV-PUR  
FUNCTION: General  
ACTIVITY: Surplus

|  | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|--|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                      |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                        | 107,185           | 111,815           | 127,702           | 142,732             | 181,760                       | 241,957                          | 60,197                                       |
| Operating Expenses                       | 244,292           | 242,209           | 230,052           | 389,977             | 401,244                       | 905,488                          | 504,244                                      |
| Capital Expenditures                     | 0                 | 0                 | 0                 | 85,904              | 90,000                        | 40,000                           | (50,000)                                     |
| Total Exp Authority                      | 351,477           | 354,024           | 357,754           | 618,613             | 673,004                       | 1,187,445                        | 514,441                                      |
| Reimbursements                           | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation                      | 351,477           | 354,024           | 357,754           | 618,613             | 673,004                       | 1,187,445                        | 514,441                                      |
| Operating Transfers Out                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements                       | 351,477           | 354,024           | 357,754           | 618,613             | 673,004                       | 1,187,445                        | 514,441                                      |
| <b>Sources</b>                           |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                              | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                                 | 332,147           | 352,031           | 483,032           | 562,763             | 555,630                       | 1,222,900                        | 667,270                                      |
| Other Revenue                            | 0                 | 15,120            | 396               | 3,085               | 246                           | 246                              | 0  |
| Total Revenue                            | 332,147           | 367,151           | 483,428           | 565,848             | 555,876                       | 1,223,146                        | 667,270                                      |
| Operating Transfers In                   | 0                 | 0                 | 0                 | 0                   | 75,000                        | 0                                | (75,000)                                     |
| Total Sources                            | 332,147           | 367,151           | 483,428           | 565,848             | 630,876                       | 1,223,146                        | 592,270                                      |
| <b>Net Position</b>                      |                   |                   |                   |                     |                               |                                  |  |
| Use of/ (Contribution to) Net Position** | 19,330            | (13,127)          | (125,674)         | 52,765              | 42,128                        | (35,701)                         | (77,829)                                     |
| Est. Net Position Available              |                   |                   |                   |                     | 181,375                       | 206,439                          | 25,064                                       |
| Total Net Position                       |                   |                   |                   |                     | 223,503                       | 170,738                          | (52,765)                                     |
| Budgeted Staffing*                       | 2                 | 2                 | 2                 | 3                   | 3                             | 4                                | 1  |

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$1.2 million consist primarily of operating expenses which include rents and leases, non-inventoriable equipment, COWCAP, insurance charges, facilities charges, professional services, and transfers out to fund administrative support provided by staff in the Purchasing Department's general fund budget unit.

Sources of \$1.2 million include auction revenue; revenue from the storage and surplus handling rates; proceeds from recycling with outside vendors; and a reimbursement from Human Services for the participation of Community Based Organizations in the Surplus Property Program.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$514,441 which includes increases in staffing expenses due to the addition of a new Automated Systems Technician position, increased operating expenses and retro-fitting the existing warehouse facility.

Sources are increasing by \$592,270 due to a recommended increase in the surplus handling rate which is assessed on encumbrances of commodities which are most frequently received at the Surplus Division for processing. This increase will allow the department to fund an additional position as well as retro-fit the existing warehouse facility and fund lease cost for additional warehouse space.

## ANALYSIS OF NET POSITION

A contribution to net position of \$35,701 in 2015-16 reflects increased rates. Net position will be used to fund future capital asset replacement.



**2015-16 POSITION SUMMARY\***

| Division                     | 2014-15<br>Modified Staffing | Adds | Deletes | Re-Orgs | 2015-16<br>Recommended | Limited | Regular |
|------------------------------|------------------------------|------|---------|---------|------------------------|---------|---------|
| Surplus Property and Storage | 3                            | 1    | 0       | 0       | 4                      | 0       | 4       |
| Total                        | 3                            | 1    | 0       | 0       | 4                      | 0       | 4       |

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$241,957 fund four (4) budgeted regular positions. This includes the addition of one (1) Automated Systems Technician position.





## Mail/Courier Services

### DESCRIPTION OF MAJOR SERVICES

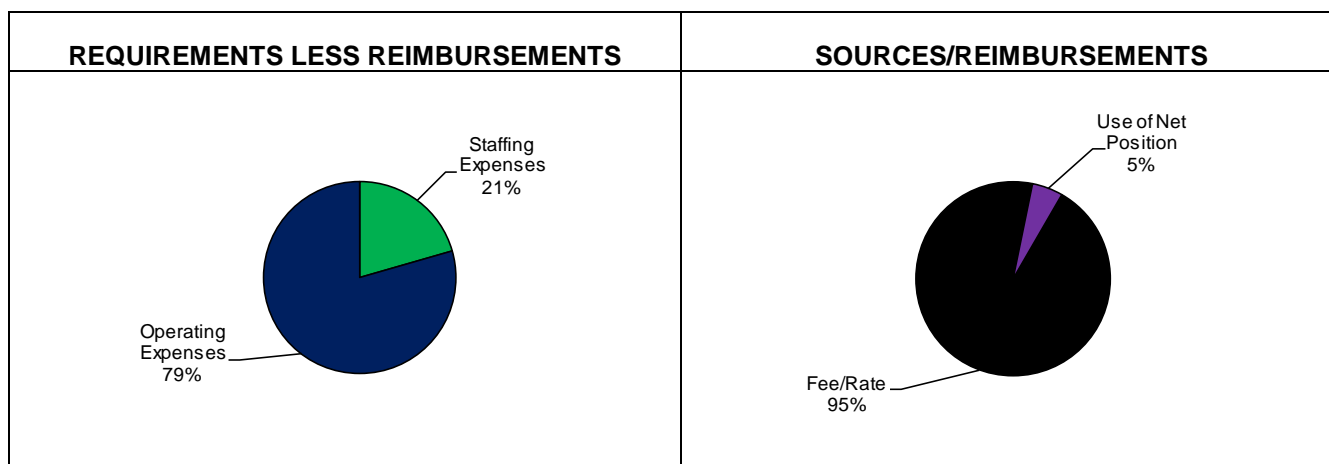
Mail/Courier Services provides mail handling and interoffice mail delivery. Mail handling includes various expedited shipping services, postage at a discounted presort rate and overnight services at a governmental discounted rate, along with automated mail duties. There are ten courier routes, six postage meter stations and a certified mail post.

#### Budget at a Glance

|   |             |
|---|-------------|
| Requirements Less Reimbursements        | \$5,999,648 |
| Sources/Reimbursements                  | \$5,692,273 |
| Use of / (Contribution To) Net Position | \$307,375   |
| Total Staff                             | 24          |

As an Internal Service Fund (ISF) of the Purchasing Department, operational costs of this program are managed through user rates. Unrestricted net assets available at the end of a fiscal year are carried over for working capital or equipment replacement.

### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Purchasing  
FUND: Mail/Courier Service

BUDGET UNIT: IAY PUR  
FUNCTION: General  
ACTIVITY: Mail & Courier Services

|  | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|--|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                    |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                      | 1,223,699         | 1,233,423         | 1,249,648         | 1,228,092           | 1,388,986                     | 1,232,202                        | (156,784)                                    |
| Operating Expenses                     | 5,132,731         | 5,286,485         | 5,069,392         | 5,345,376           | 6,008,789                     | 4,767,446                        | (1,241,343)                                  |
| Capital Expenditures                   | 0                 | 63,586            | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority                    | 6,356,430         | 6,583,494         | 6,319,040         | 6,573,468           | 7,397,775                     | 5,999,648                        | (1,398,127)                                  |
| Reimbursements                         | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation                    | 6,356,430         | 6,583,494         | 6,319,040         | 6,573,468           | 7,397,775                     | 5,999,648                        | (1,398,127)                                  |
| Operating Transfers Out                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements                     | 6,356,430         | 6,583,494         | 6,319,040         | 6,573,468           | 7,397,775                     | 5,999,648                        | (1,398,127)                                  |
| <b>Sources</b>                         |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                            | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                | 0                 | 0                 | 176               | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                               | 6,323,760         | 6,340,040         | 6,194,706         | 6,002,732           | 6,971,188                     | 5,692,273                        | (1,278,915)                                  |
| Other Revenue                          | 0                 | 19,448            | 2,285             | 853                 | 0                             | 0                                | 0  |
| Total Revenue                          | 6,323,760         | 6,359,488         | 6,197,167         | 6,003,585           | 6,971,188                     | 5,692,273                        | (1,278,915)                                  |
| Operating Transfers In                 | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Sources                          | 6,323,760         | 6,359,488         | 6,197,167         | 6,003,585           | 6,971,188                     | 5,692,273                        | (1,278,915)                                  |
| <b>Net Position</b>                    |                   |                   |                   |                     |                               |                                  |  |
| Use of/ (Contribution to) Net Position | 32,670            | 224,006           | 121,873           | 569,883             | 426,587                       | 307,375                          | (119,212)                                    |
| Est. Net Position Available            |                   |                   |                   |                     | 745,672                       | 295,001                          | (450,671)                                    |
| Total Net Position                     |                   |                   |                   |                     | 1,172,259                     | 602,376                          | (569,883)                                    |
| Budgeted Staffing*                     | 25                | 25                | 25                | 25                  | 25                            | 24                               | (1)  |

\*Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Operating expenses represent the majority of this budget unit's expenditures totaling approximately \$4.8 million. This includes direct postage expense, equipment leases and maintenance, postal software upgrades, and other related services and supplies.

Sources totaling \$5.7 million represent payments from departments for mail handling and mail delivery for direct postage costs and the rate charged to provide services.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$1.4 million primarily due the elimination of expenses associated with a reduction in services within the Superior Courts of California contract for mail services in 2014-15. The decrease of \$1.3 million in Sources reflects the loss in revenue associated with the reduction of services within the Superior Courts contract.

The department is increasing the rate charged to County departments for courier services to cover volatile fuel costs. Conversely, the rate for Automated Mail Services (Fold/Tab/Label) is being reduced to align pricing competitively with industry rates.

## ANALYSIS OF NET POSITION

This budget unit is showing a decrease in Net Position of \$569,883 in 2014-15 as the department completes its Federal OMB 2 CFR requirement to return excess retained earnings. The department will continue to monitor net position to ensure it remains within requirements while continuing to provide excellent customer service.



**2015-16 POSITION SUMMARY\***

| Division      | 2014-15<br>Modified Staffing | Adds | Deletes | Re-Orgs | 2015-16<br>Recommended | Limited | Regular |
|---------------|------------------------------|------|---------|---------|------------------------|---------|---------|
| Mail Services | 25                           | 0    | -1      | 0       | 24                     | 0       | 24      |
| Total         | 25                           | 0    | -1      | 0       | 24                     | 0       | 24      |

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$1.2 million fund 24 budgeted regular positions. The department is eliminating a Mail Processor II position in line with the reduction in volume and subsequent decrease in revenues.



## RISK MANAGEMENT

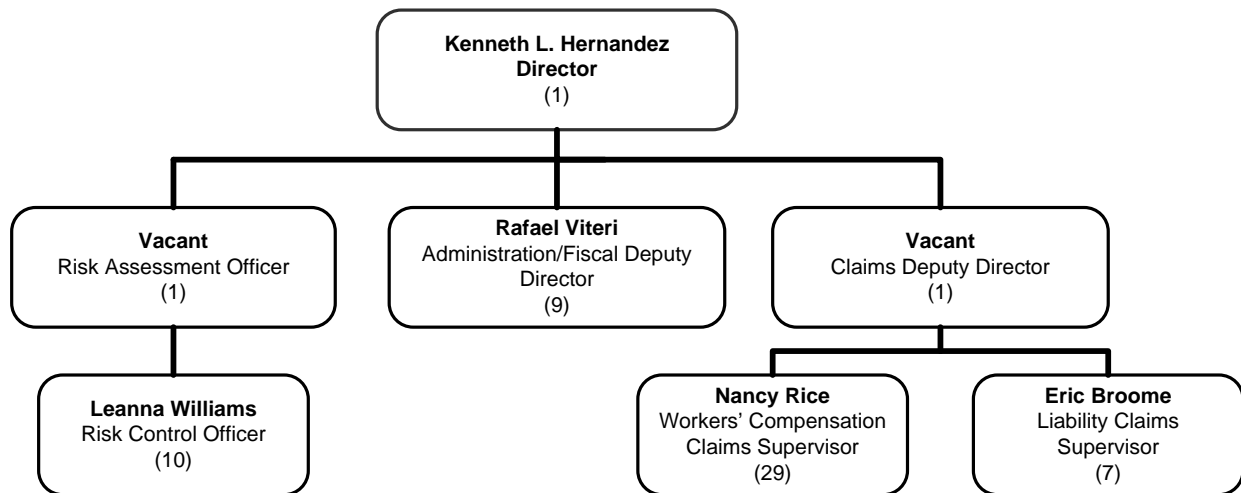
Kenneth L. Hernandez

### DEPARTMENT MISSION STATEMENT

*Risk Management seeks to minimize the frequency and severity of financial loss to the County through an Integrated Risk Management Program that includes identification and assessment of exposures that can result in loss, effective risk reduction and loss prevention programs for identified risks, aggressive claims management, and fiscally responsible risk financing and recovery.*



### ORGANIZATIONAL CHART



### 2015-16 SUMMARY OF BUDGET UNITS

|                               | 2015-16      |             |                 |   |   |
|-------------------------------|--------------|-------------|-----------------|---|---|
|                               | Requirements | Sources     | Net County Cost | Use of / (Contribution to) Fund Balance | Use of / (Contribution to) Net Position |
| <b>Internal Service Funds</b> |              |             |                 |   |   |
| Operations                    | 5,949,976    | 5,950,149   |                 |   | (173)                                   |
| Insurance Programs            | 100,188,045  | 103,105,819 |                 |   | (2,917,774)                             |
| Total Internal Service Funds  | 106,138,021  | 109,055,968 |                 |   | (2,917,947)                             |
| <b>Total - All Funds</b>      | 106,138,021  | 109,055,968 | 0               | 0                                       | (2,917,947)                             |

### 2014-15 MAJOR ACCOMPLISHMENTS

- Negotiated the renewal of the property coverage through CSAC-EIA (California State Association of Counties - Excess Insurance Authority) for substantially broader coverage, lower sub-limits, fewer exclusions, and less coverage restrictions for a premium of approximately \$4.0 million with net savings of \$500,000 in brokerage fees over the current policy.
- Purchased a Countywide Cyber Liability policy with \$20.0 million limits and a self-insured retention (SIR) of \$100,000 for \$184,927.



- Negotiated the renewal of Medical Malpractice coverage for the policy risk period of 7/1/14 through 7/1/15 with BETA Risk Management Authority, with a SIR of \$1.0 million, aggregate limits of \$35.0 million, for \$1.4 million which represents an annual premium decrease for 2014-15 of approximately 4.2% or \$62,407 as compared to 2013-14.
- Collaborated with key County departments (Public Works, Arrowhead Regional Medical Center, Children and Family Services and the Sheriff's Department) to establish a special notification process for incidents and claims which resulted in the referral of 20 incidents and claims for pre-litigation handling for 2014-15 (through April 3, 2015) which is an increase of four incidents and claims from 2013-14. This process has allowed Risk Management to gain better control at an earlier stage, resulting in less expensive resolutions in certain cases. Additionally, this process has resulted in the gathering of critical information earlier in the process which is protected under attorney/client privilege, thus allowing the County to make decisions regarding the direction of litigation at the earliest possible moment.
- Drafted MOUs and agreements with the Sheriff's Department transferring the risk exposures related to the use of work release inmates to the agencies benefitting from the services.
- Obtained Compromise and Release resolution of two, 20 year-old claims, due to effective collaboration between the stakeholders, including the County department, excess carrier and defense counsel.

## DEPARTMENT PERFORMANCE MEASURES

| COUNTY GOAL: OPERATE IN A FISCALLY-RESPONSIBLE AND BUSINESS-LIKE MANNER |   | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
|---|---|---|----------------|----------------|--------------|----------------|
| OBJECTIVE   | Develop a long-term budget plan which brings County operations into both fiscal and programmatic balance, including full funding of reserves for infrastructure and operation system maintenance and replacement. | Cost of risk as a percent of County budget.   | 1.83%          | <2%            | 1.67%        | <2%            |
| STRATEGY  | Minimize the total cost of risk, through the optimization of insurance vs. risk retention.  |   |                |                |              |                |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                       |   | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.   | Number of people who are trained.   | 3,837          | 6,307          | 2,861        | 5,000          |
| STRATEGY  | Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.   |   |                |                |              |                |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                       |   | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.   | Number of days from date of receipt of claim form to mailing of initial correspondence. | N/A            | 14             | 11.53        | 12             |
| STRATEGY  | Ensure injured employees receive timely explanation of benefits by decreasing the time it takes to mail the acceptance letter or delay notice (initial correspondence).   |   |                |                |              |                |
| COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS                       |   | Measure   | 2013-14 Actual | 2014-15 Target | 2014-15 Est. | 2015-16 Target |
| OBJECTIVE   | Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness, and collaboration.   | Percentage of catastrophic cases referred for pre-litigation handling.                  | N/A            | 5%             | 21.10%       | 25%            |
| STRATEGY  | Reduce the number of catastrophic/high exposure cases resulting in lawsuits by resolving these pre-litigation.  |   |                |                |              |                |



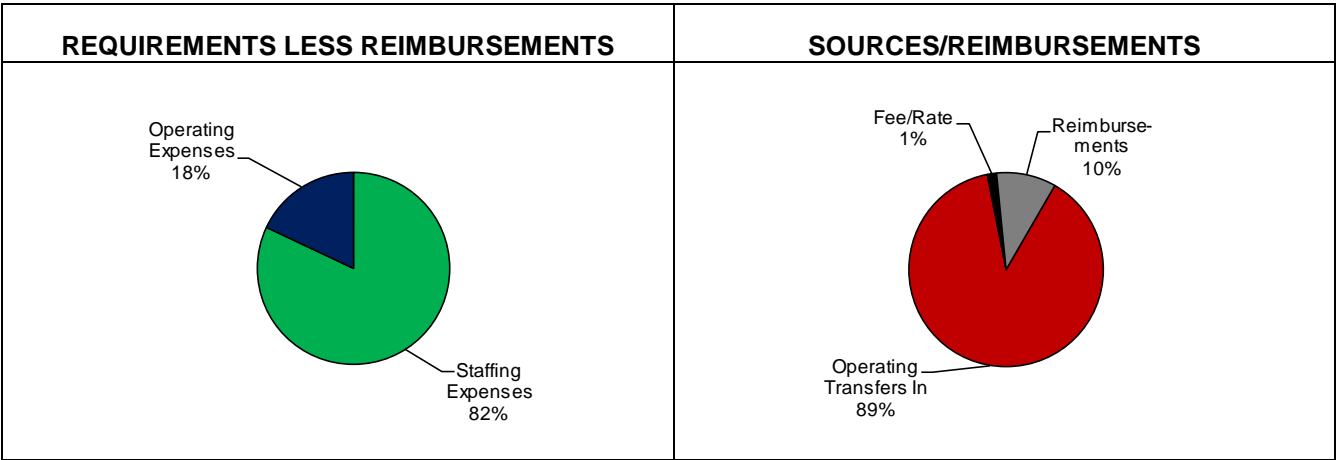
Operations

DESCRIPTION OF MAJOR SERVICES

Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are paid from self-insurance funds and financed by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

| Budget at a Glance                        |             |
|---|-------------|
| Requirements Less Reimbursements          | \$6,601,609 |
| Sources/Reimbursements                    | \$6,601,782 |
| Use of / (Contribution To) Net Position** | (\$173)     |
| Total Staff                               | 58          |

2015-16 RECOMMENDED BUDGET



\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Risk Management  
FUND: Risk Management General Operations

BUDGET UNIT: IBP RMG  
FUNCTION: General  
ACTIVITY: Other General

|  | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|--|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                      |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                        | 5,118,796         | 5,078,130         | 5,228,966         | 5,021,257           | 5,464,773                     | 5,413,805                        | (50,968)                                     |
| Operating Expenses                       | 1,323,224         | 1,547,328         | 1,347,222         | 1,066,245           | 1,089,653                     | 1,187,804                        | 98,151                                       |
| Capital Expenditures                     | 52,735            | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority                      | 6,494,755         | 6,625,458         | 6,576,188         | 6,087,502           | 6,554,426                     | 6,601,609                        | 47,183                                       |
| Reimbursements                           | (634,025)         | (621,566)         | (628,623)         | (649,082)           | (649,082)                     | (651,633)                        | (2,551)                                      |
| Total Appropriation                      | 5,860,730         | 6,003,892         | 5,947,565         | 5,438,420           | 5,905,344                     | 5,949,976                        | 44,632                                       |
| Operating Transfers Out                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements                       | 5,860,730         | 6,003,892         | 5,947,565         | 5,438,420           | 5,905,344                     | 5,949,976                        | 44,632                                       |
| <b>Sources</b>                           |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                              | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                                 | 106,155           | 106,961           | 93,387            | 93,000              | 90,000                        | 100,000                          | 10,000                                       |
| Other Revenue                            | (197,608)         | (477,354)         | (626,690)         | 30,000              | 30,000                        | 30,173                           | 173  |
| Total Revenue                            | (91,453)          | (370,393)         | (533,303)         | 123,000             | 120,000                       | 130,173                          | 10,173                                       |
| Operating Transfers In                   | 5,920,689         | 6,183,948         | 6,227,438         | 5,785,344           | 5,785,344                     | 5,819,976                        | 34,632                                       |
| Total Sources                            | 5,829,236         | 5,813,555         | 5,694,135         | 5,908,344           | 5,905,344                     | 5,950,149                        | 44,805                                       |
| <b>Net Position</b>                      |                   |                   |                   |                     |                               |                                  |  |
| Use of/ (Contribution to) Net Position** | 31,494            | 190,337           | 253,430           | (469,924)           | 0                             | (173)                            | (173)  |
| Est. Net Position Available              |                   |                   |                   |                     | 0                             | 470,097                          | 470,097                                      |
| Total Net Position                       |                   |                   |                   |                     | 0                             | 469,924                          | 469,924                                      |
| Budgeted Staffing*                       | 61                | 58                | 59                | 57                  | 57                            | 58                               | 1  |

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Staffing expenses make up the majority of the Department's expenditures within this budget unit for 2015-16. These expenses fund 58 budgeted positions and are necessary to administer the County's insurance programs.

Sources primarily include operating transfers in from the insurance funds which are financed through Board of Supervisor's approved premiums paid by departments, Board-Governed Special Districts, and County Service Areas.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$44,632 primarily due to increases in COWCAP and Information Services Department direct labor charges, which is offset by a decrease in transfers out. Sources are increasing by \$44,805 primarily due to an increase in operating transfers in from the insurance funds which also includes an increase in administrative fee revenue from the Emergency Medical Services Program.

## ANALYSIS OF NET POSITION

For 2015-16 the Department's estimated Net Position Available of \$470,097 includes the estimated net position at the end of 2014-15 plus the anticipated contribution to net position in 2015-16. All services are provided on a cost-reimbursement basis from the insurance funds. In fiscal years where the result of operations contribute to net position in the operating budget, these funds are transferred back to the insurance funds which fund the operating budget.



**2015-16 POSITION SUMMARY\***

| Division              | 2014-15<br>Modified Staffing | Adds | Deletes | Re-Orgs | 2015-16<br>Recommended | Limited | Regular |
|-----------------------|------------------------------|------|---------|---------|------------------------|---------|---------|
| Admin/Fiscal          | 12                           | 0    | 0       | 0       | 12                     | 0       | 12      |
| Workers' Compensation | 27                           | 1    | 0       | 1       | 29                     | 1       | 28      |
| Liability             | 7                            | 0    | 0       | 0       | 7                      | 0       | 7       |
| Risk Control          | 11                           | 0    | 0       | -1      | 10                     | 0       | 10      |
| Total                 | 57                           | 1    | 0       | 0       | 58                     | 1       | 57      |

\*Detailed classification listing available in Appendix D

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$5.4 million fund 58 budgeted positions of which 57 are regular positions and 1 is a limited term position. Staffing changes for 2015-16 include the addition of a limited term Office Assistant II position. This position will support clerical staff during peaks in workload throughout the year to ensure various deadlines are met.





## Insurance Programs

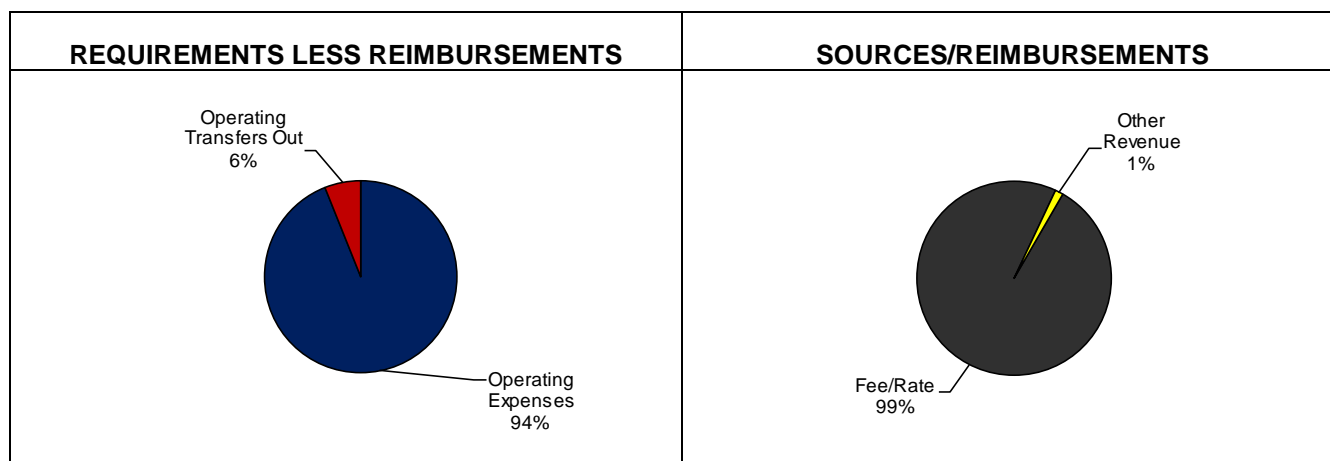
### DESCRIPTION OF MAJOR SERVICES

Risk Management administers the County's self-insured workers' compensation, public liability, property conservation, safety and risk reduction programs and its insured programs. All programs are financed by charging general fund and non-general fund departments, as well as Board-Governed Special Districts and County Service Areas. Each is billed for its specific coverage for the cost to pay losses under the self-insured programs and the cost of insurance for the insured programs.

#### Budget at a Glance

|   |               |
|---|---------------|
| Requirements Less Reimbursements          | \$100,188,045 |
| Sources/Reimbursements                    | \$103,105,819 |
| Use of / (Contribution To) Net Position** | (\$2,917,774) |
| Total Staff                               | 0             |

### 2015-16 RECOMMENDED BUDGET



\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Risk Management  
FUND: Insurance Programs

BUDGET UNIT: VARIOUS  
FUNCTION: General  
ACTIVITY: Insurance Programs

|  | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|--|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>                      |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses                        | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Expenses                       | 67,173,901        | 62,512,745        | 68,403,173        | 66,175,712          | 90,260,545                    | 94,056,831                       | 3,796,286                                    |
| Capital Expenditures                     | 9,110             | 7,457             | 0                 | 0                   | 0                             | 65,796                           | 65,796                                       |
| Total Exp Authority                      | 67,183,011        | 62,520,202        | 68,403,173        | 66,175,712          | 90,260,545                    | 94,122,627                       | 3,862,082                                    |
| Reimbursements                           | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation                      | 67,183,011        | 62,520,202        | 68,403,173        | 66,175,712          | 90,260,545                    | 94,122,627                       | 3,862,082                                    |
| Operating Transfers Out                  | 6,235,825         | 7,059,078         | 6,262,212         | 5,785,344           | 6,785,344                     | 6,065,418                        | (719,926)                                    |
| Total Requirements                       | 73,418,836        | 69,579,280        | 74,665,385        | 71,961,056          | 97,045,889                    | 100,188,045                      | 3,142,156                                    |
| <b>Sources</b>                           |                   |                   |                   |                     |                               |                                  |  |
| Taxes                                    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment                              | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid                  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                                 | 67,268,843        | 68,078,017        | 84,186,876        | 87,478,412          | 87,805,500                    | 101,728,000                      | 13,922,500                                   |
| Other Revenue                            | 2,334,747         | 3,075,228         | 3,786,298         | 1,382,271           | 1,783,685                     | 1,377,819                        | (405,866)                                    |
| Total Revenue                            | 69,603,590        | 71,153,245        | 87,973,174        | 88,860,683          | 89,589,185                    | 103,105,819                      | 13,516,634                                   |
| Operating Transfers In                   | 0                 | (60,720,621)      | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Sources                            | 69,603,590        | 10,432,624        | 87,973,174        | 88,860,683          | 89,589,185                    | 103,105,819                      | 13,516,634                                   |
| <b>Net Position</b>                      |                   |                   |                   |                     |                               |                                  |  |
| Use of/ (Contribution to) Net Position** | 3,815,246         | 59,146,656        | (13,307,789)      | (16,899,627)        | 7,456,704                     | (2,917,774)                      | (10,374,478)                                 |
| Est. Net Position Available              |                   |                   |                   |                     | 0                             | 27,274,105                       | 27,274,105                                   |
| Total Net Position                       |                   |                   |                   |                     | 7,456,704                     | 24,356,331                       | 16,899,627                                   |
| Budgeted Staffing*                       | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |

\*Data represents modified budgeted staffing

\*\* Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Requirements of \$100.2 million include judgment and settlement costs, medical treatment and expenses, temporary disability and loss earnings, property insurance, and legal defense services.

Sources of \$103.1 million primarily include Board of Supervisor's approved premiums paid by departments, Board-Governed Special Districts, and County Service Areas.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$3.1 million due to an increase in ongoing costly settlements and increased liability claim experience. Additionally, there are increased medical claims costs in workers' compensation.

Sources are increasing by \$13.5 million primarily due to additional premium allocations to the Law Enforcement Liability, General Liability, Auto Liability, and Workers' Compensation Programs to achieve the 80% confidence level of funding. It also includes a slight decrease in anticipated interest revenue and insurance recoveries.

## ANALYSIS OF NET POSITION

For 2015-16 the Department's insurance programs budget has an estimated net position available of \$27.3 million which includes the beginning net position of \$24.4 million plus the anticipated contribution to net position of \$2.9 million. Net position supports the insurance programs in maintaining and reaching the 80% confidence level of funding as recommended by annual actuarial studies.



## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. Staff that administers these programs are budgeted in Risk Management's Operations budget unit.



## LOCAL AGENCY FORMATION COMMISSION

### Kathleen Rollings-McDonald

#### 2015-16 SUMMARY OF BUDGET UNITS

|                                   | 2015-16      |         |                 |   |   |          |
|-----------------------------------|--------------|---------|-----------------|---|---|----------|
|                                   | Requirements | Sources | Net County Cost | Use of / (Contribution to) Fund Balance | Use of / (Contribution to) Net Position | Staffing |
| <b>General Fund</b>               |              |         |                 |   |   |          |
| Local Agency Formation Commission | 294,039      | 0       | 294,039         |   |   | 0        |
| Total General Fund                | 294,039      | 0       | 294,039         |   |   | 0        |
| <b>Total - All Funds</b>          | 294,039      | 0       | 294,039         | 0                                       | 0                                       | 0        |

#### DESCRIPTION OF MAJOR SERVICES

The Local Agency Formation Commission (LAFCO) is an independent regulatory body composed of two elected County supervisors selected by the Board of Supervisors, two city council members chosen by the mayors of the 24 incorporated cities, two elected special district board of directors selected by the presidents of independent special districts in the County, and one public member not associated with the County, city, or special districts who is chosen by the other six commission members. The members are charged with the responsibility to encourage the orderly growth of government agencies, to preserve agricultural lands, to discourage urban sprawl, and to ensure efficient delivery of services through local government agencies within San Bernardino County. In meeting these responsibilities, the Commission:

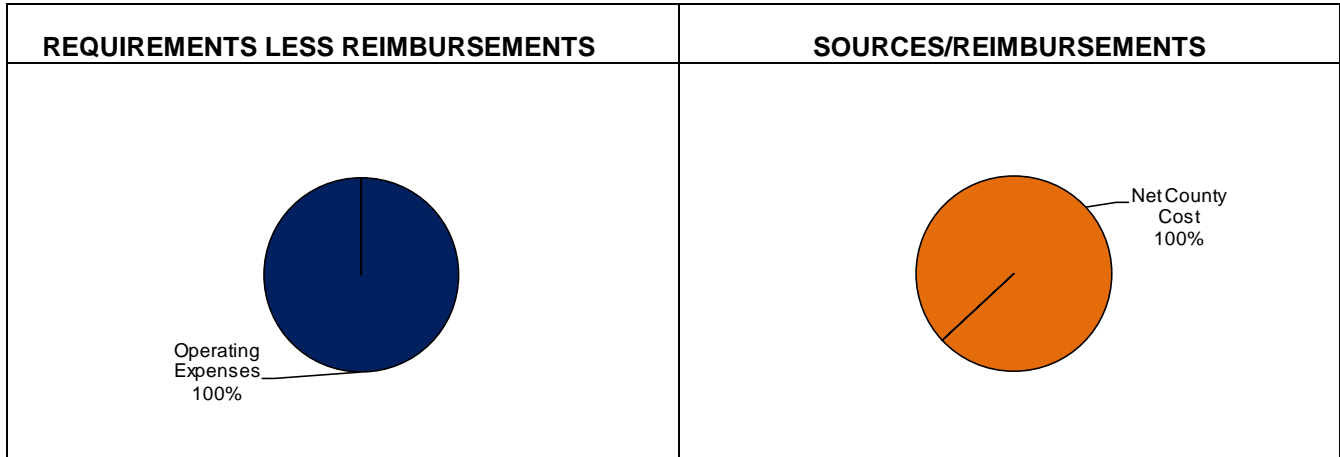
##### Budget at a Glance

|                                  |           |
|----------------------------------|-----------|
| Requirements Less Reimbursements | \$294,039 |
| Sources/Reimbursements           | \$0       |
| Net County Cost                  | \$294,039 |
| Total Staff                      | 0         |
| Funded by Net County Cost        | 100%      |

1. Regulates proposed boundary and sphere of influence changes for cities and special districts.
2. Conducts sphere of influence updates and municipal service reviews. The Commission also has the authority to initiate and make studies of existing government agencies and initiate proposals for consolidations, mergers, or dissolutions of special districts based upon its findings.
3. Regulates the formation and dissolution of cities and special districts.
4. Reviews contracts for the provision of services outside the boundaries of cities and special districts.

Costs incurred in this budget unit represent the County's legally mandated contribution to LAFCO, which is one-third of the operating cost that is not reimbursed by fees and other revenue.



**2015-16 RECOMMENDED BUDGET****ANALYSIS OF 2015-16 RECOMMENDED BUDGET**

GROUP: Administration  
DEPARTMENT: Local Agency Formation Commission  
FUND: General

BUDGET UNIT: AAA LAF  
FUNCTION: Public Protection  
ACTIVITY: Other Protection

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Expenses      | 311,213           | 301,000           | 288,274           | 288,274             | 288,274                       | 294,039                          | 5,765  |
| Capital Expenditures    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 311,213           | 301,000           | 288,274           | 288,274             | 288,274                       | 294,039                          | 5,765  |
| Reimbursements          | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation     | 311,213           | 301,000           | 288,274           | 288,274             | 288,274                       | 294,039                          | 5,765  |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 311,213           | 301,000           | 288,274           | 288,274             | 288,274                       | 294,039                          | 5,765  |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Other Revenue           | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Revenue           | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Net County Cost         | 311,213           | 301,000           | 288,274           | 288,274             | 288,274                       | 294,039                          | 5,765  |
| Budgeted Staffing*      | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |

\* Data represents modified budgeted staffing

**MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET**

Requirements of \$294,039 represent the County's mandated contribution of one-third of LAFCO's net operating costs, which include salaries and benefits, services and supplies, and travel related expenses offset by revenue from fees and other revenues.



### **BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are increasing by \$5,765 due to an increase in LAFCO's operating costs.

### **STAFFING CHANGES AND OPERATIONAL IMPACT**

There is no staffing associated with this budget unit.



## COUNTY SCHOOLS

### Ted Alejandre

#### 2015-16 SUMMARY OF BUDGET UNITS

|                          | 2015-16      |         |                 |   |   |
|--------------------------|--------------|---------|-----------------|---|---|
|                          | Requirements | Sources | Net County Cost | Use of / (Contribution to) Fund Balance | Use of / (Contribution to) Net Position |
| <b>General Fund</b>      |              |         |                 |   |   |
| County Schools           | 3,139,352    | 0       | 3,139,352       |   | 0                                       |
| <b>Total - All Funds</b> | 3,139,352    | 0       | 3,139,352       | 0                                       | 0                                       |

#### DESCRIPTION OF MAJOR SERVICES

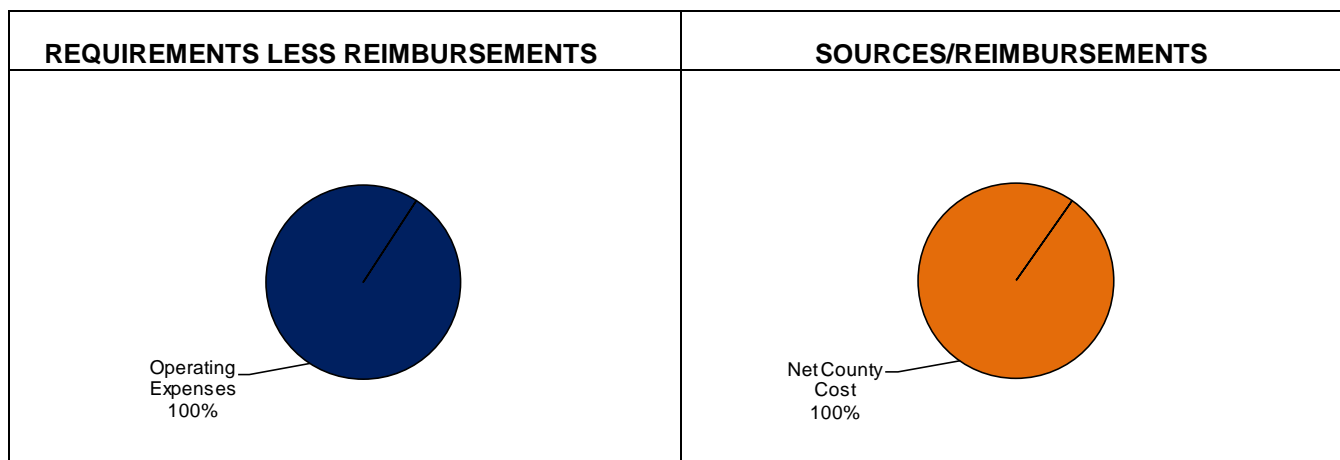
This budget unit represents the County's total legal and contractual obligations to contribute to the costs of the Superintendent of Schools and District Financial Services, known collectively as the San Bernardino County Superintendent of Schools.

| Budget at a Glance               |             |
|----------------------------------|-------------|
| Requirements Less Reimbursements | \$3,139,352 |
| Sources/Reimbursements           | \$0         |
| Net County Cost                  | \$3,139,352 |
| Total Staff                      | 0           |
| Funded by Net County Cost        | 100%        |

The Superintendent of Schools is the elected chief school administrative office of the County and is mandated by State law to provide various services for 33 school districts and two regional occupational programs. The Superintendent of Schools also provides ancillary services to five community college districts within the County. Through State and other funding sources, the Superintendent provides services to more than 425,000 Kindergarten through 12th grade students and approximately 40,000 community college students in accordance with the Education Code. These services also include direct instruction to alternative education, special education, juvenile hall and preschool students.

District Financial Services was established to independently perform all audits and approval functions required of the Auditor-Controller/Treasurer/Tax Collector and the Superintendent of Schools. District Financial Services is jointly responsible to those elected officials. These services include warrant production, control and the examination and audit of the payrolls, and other expenditures from the funds of the school districts and entities in the County.

#### 2015-16 RECOMMENDED BUDGET



## ANALYSIS OF 2015-16 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: County Schools  
FUND: General

BUDGET UNIT: AAA SCL  
FUNCTION: Education  
ACTIVITY: School Administration

|                         | 2011-12<br>Actual | 2012-13<br>Actual | 2013-14<br>Actual | 2014-15<br>Estimate | 2014-15<br>Modified<br>Budget | 2015-16<br>Recommended<br>Budget | Change From<br>2014-15<br>Modified<br>Budget |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|----------------------------------|--|
| <b>Requirements</b>     |                   |                   |                   |                     |                               |                                  |  |
| Staffing Expenses       | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Expenses      | 3,086,460         | 2,814,938         | 3,090,950         | 2,945,476           | 3,270,620                     | 3,139,352                        | (131,268)                                    |
| Capital Expenditures    | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Exp Authority     | 3,086,460         | 2,814,938         | 3,090,950         | 2,945,476           | 3,270,620                     | 3,139,352                        | (131,268)                                    |
| Reimbursements          | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Appropriation     | 3,086,460         | 2,814,938         | 3,090,950         | 2,945,476           | 3,270,620                     | 3,139,352                        | (131,268)                                    |
| Operating Transfers Out | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Requirements      | 3,086,460         | 2,814,938         | 3,090,950         | 2,945,476           | 3,270,620                     | 3,139,352                        | (131,268)                                    |
| <b>Sources</b>          |                   |                   |                   |                     |                               |                                  |  |
| Taxes                   | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Realignment             | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| State, Fed or Gov't Aid | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Fee/Rate                | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Other Revenue           | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Revenue           | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Operating Transfers In  | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Total Financing Sources | 0                 | 0                 | 0                 | 0                   | 0                             | 0                                | 0  |
| Net County Cost         | 3,086,460         | 2,814,938         | 3,090,950         | 2,945,476           | 3,270,620                     | 3,139,352                        | (131,268)                                    |
| Budgeted Staffing*      | 0                 | 0                 | 0                 | -                   | 0                             | 0                                | 0  |

\* Data represents modified budgeted staffing

## MAJOR EXPENDITURES AND REVENUE IN 2015-16 RECOMMENDED BUDGET

Major expenditures include payments to the Superintendent of Schools for housing costs of \$529,724, data processing of \$769,343, communications of \$362,901, COWCAP charges of \$79,713, utilities of \$270,897, and a reimbursement for staffing of \$999,933. These payments are mandated responsibilities of the County by Title I of the California Education Code.

## BUDGET CHANGES AND OPERATIONAL IMPACT

In 2015-16, requirements are decreasing by \$131,268 primarily due to a decrease in COWCAP costs after a review of charges resulted in the correction of a billing error for space use.

## STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit as it only represents the financial contribution by the County.

